

TRANSPORTATION AUTHORITY OF MARIN

MEASURE A – TRANSPORTATION SALES TAX

DRAFT STRATEGIC PLAN UPDATE (SPU)

2008

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Glossary

Allocation	An action by the TAM Board making funds available. After funds are programmed in the Strategic Plan, the TAM Board can make individual allocations to projects and programs. Following the allocation action, TAM enters into a funding agreement with the sponsor. The sponsor can then spend the funds.
Authority	Transportation Authority of Marin (TAM) – the agency created for the purpose of administering the ½-cent sales tax for transportation in Marin County. The TAM Board includes representatives from each city and town in Marin County, plus the five members of the Board of Supervisors. The Authority also functions as the Congestion Management Agency for Marin County.
Citizens' Oversight Committee	A 12-member committee of TAM consisting of 5 representatives selected from the five planning areas and 7 representing diverse interest groups in Marin County. Reports directly to the public on all issues related to the Expenditure Plan and use of the ½-cent transportation sales tax.
Claimant	A project or program sponsor who is due to receive funding under one of the four Strategies established in the Marin County Transportation Sales Tax Measure Expenditure Plan.
Expenditure Plan	The Marin County Transportation Sales Tax Measure Expenditure Plan, which is the plan for spending the ½-cent transportation sales tax funds.
Hwy 101 Gap Closure Project	The Gap Closure Project includes the completion of the HOV lane on Highway 101 through San Rafael. This project is designed to relieve a critical bottleneck on Highway 101, in both the Northbound and Southbound directions.
Golden Gate Bridge Highway and Transportation District	The agency responsible for the Golden Gate Bridge, as well as for regional transit including ferries and bus service between Sonoma, Marin, and San Francisco counties. Golden Gate currently operates local transit services in Marin County under contract to the Marin Transit.
HOV Lane	High Occupancy Vehicle or Carpool lane, open to vehicles with 2 or more occupants—including buses—during peak commute hours.
Leverage or Leveraging (<i>also Matching</i>)	The planned use of local sales tax dollars to attract other local, regional, State, or Federal funds. Can include the use of local funds as a required match to these other fund sources.

Marin Transit (formerly Marin County Transit District (MCTD))

The existing local transit district, Marin Transit currently contracts for local transit services with Golden Gate Transit. Marin Transit also currently contracts for paratransit services with Whistlestop Wheels, as well as contracting for the West County Stagecoach. Marin Transit is governed by two city representatives and five representatives from the Board of Supervisors.

Paratransit

Specialized transportation services for seniors and/or persons with disabilities who are unable to use regular bus routes.

(to) Program

To assign a future expenditure of funds to a particular use within a particular timeframe.

Self-Help County

A county with a local sales tax dedicated to transportation is called a “self-help” county because the tax demonstrates that the County is willing to “help itself” to solve its own transportation problems. A self-help county has greater opportunities to compete for regional, State, and Federal grants by establishing a reliable source (i.e., sales tax revenues) for the local matching funds that are required by most grantors.

Short Range Transit Plan

A 10-year vision of the capital and operating needs of a transit agency. Required by the Metropolitan Transportation Commission (MTC), under guidance from the Federal Transit Administration (FTA), an SRTP is required from each major transit agency in the Bay Area. The SRTP serves to identify transit needs and develop priorities.

Transportation Sales Tax Strategic Plan, or “Measure A” Strategic Plan

A detailed plan of expenditures and revenue completed by the Transportation Authority of Marin every two years. The plan projects the availability of sales tax funds, and assigns or ‘programs’ the revenue to eligible projects and programs, per the sales tax Expenditure Plan approved by voters.

Technical Advisory Committee

A committee of TAM made up of Public Works staff, other city staff, and representatives of diverse public interests who will prioritize infrastructure improvements and make recommendations to the Transportation Authority of Marin.

Transportation Authority of Marin (TAM)

See “Authority.”

Transit District

See “Marin Transit”

Executive Summary

The Marin County Transportation Sales Tax Expenditure Plan, approved by voters as Measure A in November 2004, dedicates an estimated \$332 million in local sales tax revenues to transportation needs in the county over a twenty year period. . The sales tax was approved at a time when formerly reliable state and federal sources of transportation funding were sorely lacking. A number of transportation options in Marin were in danger of being severely reduced—or eliminated entirely—if the sales tax measure had not passed.

The Sales Tax Expenditure Plan approved by voters lists projects and programs that are eligible for sales tax funds and establishes the maximum percentage of funds that can be allocated to each strategy. It did not establish exactly when allocations will be made. The Transportation Authority of Marin has developed this Strategic Plan to establish the timing of allocations and address funding priorities among the projects. The Strategic Plan reconciles the timing of expected revenues with the schedule for when those revenues are needed in order for sponsors to deliver projects and services. It takes into consideration the availability of federal, state, and other funds beyond Measure A.

The 2008 Measure A Strategic Plan Update continues to provide a 20-year outlook for how the local transportation sales tax will be spent. The 2008 Strategic Plan Update is particularly important because TAM has managed the transportation sales tax successfully for three years. This update continues to present to the financial community and the Authority's stakeholders at large a clear sense of the agency's strategy in managing its revenues and expenditures responsibly and cost effectively. It provides the best available understanding of when revenue will be available and how that revenue will be spent. The resulting assignment of dollars to programs and projects is a commitment to sponsors that the funds will be available. The Strategic Plan itself does not constitute a final funding commitment. Commitments to individual projects and programs are secured through actual allocation actions by the TAM Board.

The Strategic Plan makes provisions for project management oversight, administration, and overhead necessary to manage and oversee a program of this complexity. The Plan also accounts for the necessary reserves that take into account the fluctuations in sales tax revenue seen over the last several years of shifting economic trends. It programs funds for repayment to the Metropolitan Transportation Commission for a loan of funds for the Hwy 101 Gap Closure, in lieu of previously planned debt financing. It also plans for debt financing beginning at the earliest in FY 2010-11 for several Major Road projects. It programs funds according to realistic project and program schedules. The Strategic Plan provides the overall structure for the management of the sales tax revenues. Finally, guidance is provided for sponsors on requesting, utilizing, and reporting on the results of the sales tax allocated.

In short, the Strategic Plan—which will be updated every two years—provides the overall roadmap for the programming of Measure A funds consistent with sponsor's expectations. The Revenues and Expenditures Element of the Strategic Plan will continue to be updated annually to ensure that funds are readily available for the years needed and to prepare for debt issuance to accommodate project delivery. Since inception in 2006, TAM has updated the Strategic Plan once in 2007.

As outlined in the Expenditure Plan, the revenues generated by the ½ cent sales tax are programmed to four Strategies and their associated Sub-Strategies. The Strategies and Sub-Strategies are as follows, with a brief summary of what the Strategic Plan includes for each:

Strategy 1: Local Bus Transit

Sub-Strategy 1.1: Maintain and expand local bus transit service

Sub-Strategy 1.2: Maintain and expand the rural bus transit system

Sub-Strategy 1.3: Maintain and expand transit services and programs for those with special needs—seniors, persons with disabilities, youth and low-income residents

Sub-Strategy 1.4: Invest in bus transit facilities for a clean and efficient transit system

Strategy 2: US 101 HOV Gap Closure**Strategy 3: Local Transportation Infrastructure**

Sub-Strategy 3.1: Major Roads and Related Infrastructure

Sub-Strategy 3.2: Local Roads for all Modes

Strategy 4: School Related Congestion and Safer Access to Schools

Sub-Strategy 4.1: Safe Routes to School

Sub-Strategy 4.2: Crossing Guards

Sub-Strategy 4.3: Safe Pathways to School

Strategy 1—Marin Transit is the sole claimant for Strategy 1. The Expenditure Plan requires that Marin Transit prepare a Short-Range Transit Plan (SRTP)—to be approved by the TAM Board of Commissioners—that provides a 10-year outlook for revenues and needs for local transit in the county. The SRTP was prepared and approved by the Marin Transit Board in March 2006 and accepted by the TAM Board as part of the approval process for this Strategic Plan in May 2006. Currently, the 55% maximum share identified for Strategy 1 is fully programmed annually, consistent with local transit needs identified in the SRTP.

Note that Marin Transit is planning an SRTP Update in late 2008/early 2009. As required by the Measure A Expenditure Plan, Marin Transit will be making a draft SRTP update available by the end of 2008, two years after the last adopted SRTP.

Strategy 2—While the funding horizon has shifted somewhat since the Expenditure Plan was created—making available some federal funds that were not originally planned for on the Highway 101 HOV Gap Closure project—the costs of construction have continued to rise. As a result, the full 7.5% of Measure A funds are programmed to this Strategy, which includes completing the multi-use path through Puerto Suello Hill and adding sound-reduction strategies in the project area.

Strategy 3—The approach to allocating funds to the two Sub-Strategies that comprise Strategy 3 is different in each case. Regarding Sub-Strategy 3.1, Major Roads and Related Infrastructure, programming of available sales tax revenues is recommended for the first few years for the development phases of the Major Road projects. The first major road project to start construction was the City of Novato's Novato Boulevard in the Fall of 2007, followed by the City's of San Rafael's Fourth Street in Spring of 2008. Regarding Sub-Strategy 3.2, Local Roads for all Modes, programming is based on the local jurisdiction formula outlined in the Expenditure Plan, which is based on population and road miles within the local jurisdiction. An update to that formula share

occurs with this Strategic Plan Update , utilizing the most current population data from the California Department of Finance and lane miles from MTC.

Strategy 4—The three Sub-Strategies comprising Strategy 4 are at various stages of implementation, and so funds are programmed accordingly. Sub-Strategy 4.1, Safe Routes to School, has begun receiving an annual allocation based on the historical program cost with an assumed escalation over the next 20 years. Sub-Strategy 4.2, Crossing Guards, has recommended programming for crossing guards at approximately 60 critical intersections. The Crossing Guard Program is entering its third year, having received its first allocation for the Fall 2006 school year. Sub-Strategy 4.3, Safe Pathways to School, is the capital improvement element of the Safe Routes to School program. The initial set of projects, selected based on performance criteria and approved Safe Routes plans, was authorized in the Fall of 2007. Estimated programming is included in this Strategic Plan; with specific projects listed in Appendix 3d.

The detailed dollar amounts programmed for each Strategy and Sub-Strategy are included as Attachments to the Strategic Plan (See Attachments 3-1 through 3-4.)

A number of policies are outlined or included in this Strategic Plan to make clear the actions, intentions and expectations of TAM. The policy elements discussed in this document include: the Separation of Strategies and Sub-Strategies, Reserves, Debt, Investments, Fund Swaps, and Strategic Plan Amendments. These policies are part of the structure and guidelines for prudent administration of the Measure A program.

Of paramount interest to local sponsors due to receive a portion of the sales tax revenues are the implementation guidelines; how sponsors, or claimants, receive and utilize the funds. This Strategic Plan provides various claimant policies, including: Eligibility for Funding, the Application Process, Allocations and Disbursement of Funds, Monitoring and Reporting Requirements, and Eligible and Ineligible Costs.

This Strategic Plan programming roadmap will serve as the starting line for sales tax usage. Each time a sponsor requests the next phase of funding for a project or program, TAM will assess progress and eligibility, assuring that sponsor reporting requirements are met. The incremental allocation of funds along with regular monitoring done by TAM staff will provide additional assurance that the goals of the Expenditure Plan, the strong message from voters, are being met.

This assignment of the estimated \$322 million in sales tax revenue to the voter approved projects and programs will assure that the primary goal of the ½-cent sales tax for transportation is being met:

Improve mobility and reduce local congestion for everyone who lives or works in Marin County by providing a variety of high quality transportation options designed to meet local needs.

I. Introduction

The Transportation Sales Tax Measure Expenditure Plan approved by voters as Measure A in November 2004 dedicates an estimated \$332 million in local sales tax revenues to transportation needs in Marin County.

The Strategic Plan implements the primary goal of the Transportation Sales Tax Measure, Measure A, as set forth in the Expenditure Plan:

Improve mobility and reduce local congestion for everyone who lives or works in Marin County by providing a variety of high quality transportation options designed to meet local needs.

The Expenditure Plan lists transportation projects and programs that are eligible for sales tax funds and establishes the maximum percentage of sales tax funds that can be allocated to each strategy over the 20-year life of the Expenditure Plan. The Expenditure Plan provided minimal guidance on the timing of allocation of the ½ cent sales tax revenue to each of the strategies. TAM has developed the Strategic Plan to establish the timing of allocation amounts, addressing funding priorities among the projects. The Strategic Plan reconciles the timing of expected revenues with the schedule for when those revenues are needed in order for sponsors to deliver projects and services. It takes into consideration the schedule of availability of federal, state, and other funds beyond Measure A; the debt issuance capacity within the Measure A program; and an assessment of the reasonableness of project and program schedules.

The Strategic Plan has been developed in close coordination with project and program sponsors. Independent but related efforts, such as the ongoing implementation of Marin Transit's Short Range Transit Plan, a 10 Year outlook of revenue capacity and needs, as well as the ongoing implementation of the comprehensive funding plan for the completion of the Highway 101 Gap Closure project, have been closely coordinated with TAM, to assure that sales tax revenues are not overstated, and are consistent with TAM forecasts and Expenditure Plan commitments. The resultant Strategic Plan continues to provide the overall roadmap for the programming of Measure A funds consistent with sponsor's expectations. The Strategic Plan will be updated every two years.

In the development of the Expenditure Plan, a number of themes on how the sales tax funds should be spent emerged. The Strategic Plan codifies these themes as *guiding principles*. These principles have guided the Strategic Plan policies and the specific programming recommendations, as Strategic Plan Updates are implemented:

1. Maximize leveraging of outside fund sources
2. Support timely and cost-effective project delivery, ensuring all strategies progress towards measurable improvements.
3. Maximize the cost effective use of sales tax dollars.
4. Promote a balanced use of funds throughout the County
5. Promote high environmental and conservation awareness.

These guiding principles guide both the policies on the use of Transportation Sales Tax funds, as well as programming recommendations.

The Strategic Plan makes provisions for project management administration consistent with the voter-approved Expenditure Plan and overhead necessary to oversee a program of this complexity. The Plan also accounts for the necessary reserves that take into account the fluctuations in sales tax revenue seen over the last several years of shifting economic trends. The Strategic Plan provides the overall structure for the management of the sales tax revenues. Finally, guidance is provided to sponsors on requesting, utilizing, and reporting on the results of the sales tax allocated.

The Strategic Plan roadmap will serve as the starting line for sales tax usage. Each time a sponsor requests the next phase of funding for a project or program, TAM will assess progress and eligibility, assuring that sponsor reporting requirements are met. The incremental allocation of funds along with regular monitoring done by TAM staff will provide additional assurance that the goals of the Expenditure Plan—a strong message from voters—are being met.

A. The Transportation Authority of Marin

TAM was created in 2004 by the Marin County Board of Supervisors to develop and administer the Expenditure Plan. With the passage of Measure A, TAM now manages the implementation of the transportation programs financed by the ½-cent, 20-year sales tax. TAM also serves as the designated Congestion Management Agency (CMA) for the County, providing countywide planning and programming for transportation related needs. TAM plays a leading role in the planning, financing and implementation of transportation projects and programs in the County.

The TAM sixteen member governing board comprises representatives from each of the cities and towns in Marin County, and all five members of the County Board of Supervisors. A Technical Advisory Committee (TAC), made up of Public Works staff, other local government staff and representatives of diverse public interests prioritize infrastructure improvements and make recommendations to TAM. A twelve member Citizens' Oversight Committee, made up of five representatives from the five planning areas and seven representatives from diverse interest groups in the County, report directly to the public on all issues related to the Expenditure Plan and sales tax use.

B. Overview of the Strategies

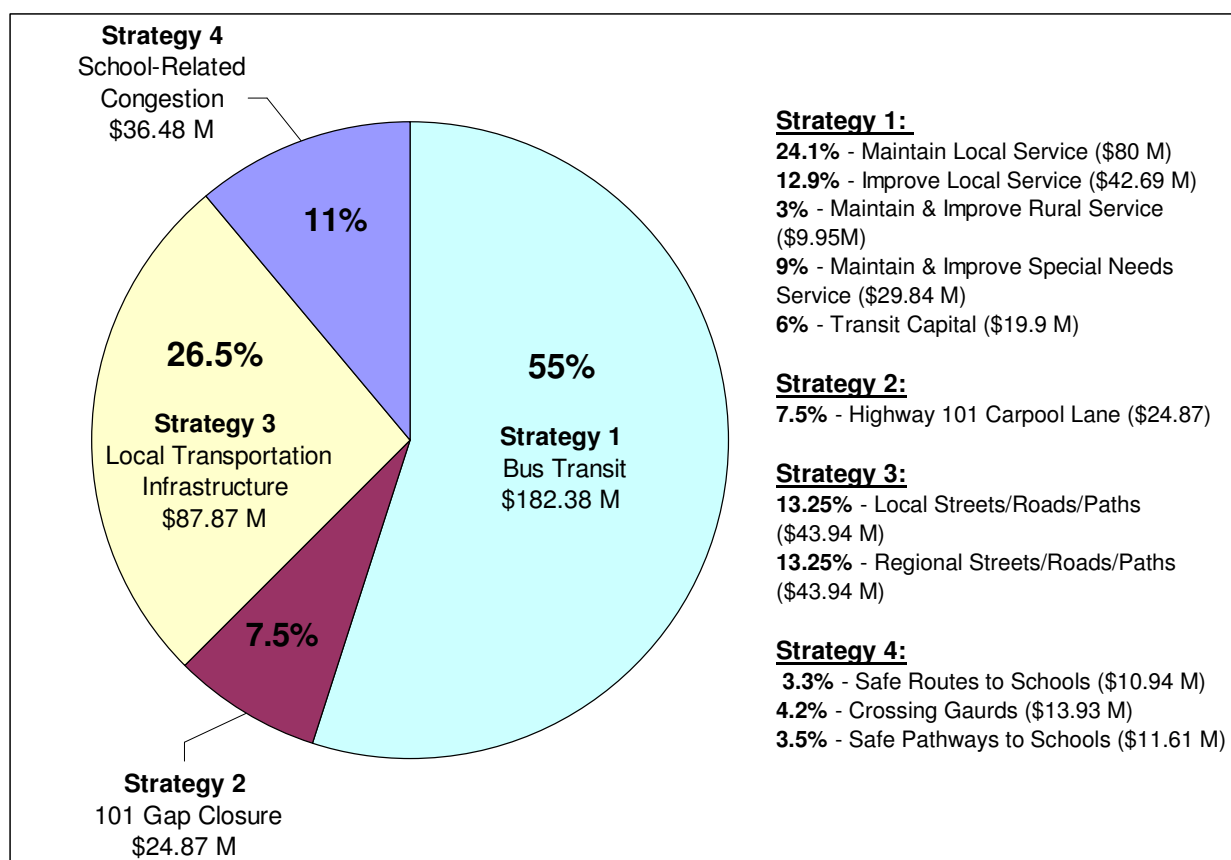
The development of the Transportation Sales Tax Measure Expenditure Plan was the result of over four years of planning and extensive input from the public and from the cities and towns of Marin County. The Expenditure Plan was developed with the assistance of five Citizens' Advisory Committees, representing diverse interests, including environmental, social justice, business and advocates for every travel mode and advocates for underserved populations including seniors, persons with disabilities, and those with limited income.

In order to meet the goal of improving mobility and reducing local congestion for everyone who lives or works in Marin County, the Expenditure Plan defined four strategies to provide improvements to multiple modes of travel, thereby improving future mobility. The strategies are:

1. Develop a seamless local bus transit system that improves mobility and serves community needs, including special transit for seniors and the disabled (paratransit services).

2. Fully fund and ensure the accelerated completion of the Highway 101 Carpool Lane Gap Closure Project through San Rafael.
3. Maintain, improve, and manage Marin County's local transportation infrastructure, including roads, bikeways, sidewalks, and pathways.
4. Reduce school related congestion and provide safer access to schools.

The Expenditure Plan was based on the expectation that the ½-cent sales tax will generate approximately \$331.6 million over 20-years, net of expenses for administration and program management, debt service and bond issuance costs. The respective allocation for each strategy—by percentage and estimated revenue—is shown in the chart below.



Per the Expenditure Plan, each of the four strategies is further divided into sub-strategies. Each sub-strategy is allocated a percentage of actual sales tax receipts, after expenses. The sections that follow provide a brief overview of each of the strategies. A more detailed description of each—including the related sub-strategies, is included in Section III. D.

1. Strategy 1: Local Bus Transit

Develop a seamless local bus transit system that improves mobility and serves community needs, including special transit for seniors and the disabled (paratransit services). – 55% of sales tax revenue will be used for this strategy, which is intended to support and maintain a local bus (and paratransit) service that meets the needs of the local community.

As transportation funding has failed to keep pace with the need for it, it has become increasingly difficult to maintain transit services that effectively provide mobility to the communities that rely on them. Strategy 1 is specifically intended to help meet this need. It is divided into four sub-strategies:

1. Maintain and expand local bus transit service
2. Maintain and expand the rural bus transit system
3. Maintain and expand transit services and programs for those with special needs
4. Invest in bus transit facilities for a clean and efficient transit system

Marin Transit is the sole claimant for Strategy 1. Marin Transit developed its first Short-Range Transit Plan (SRTP), approved by the MCTD (predecessor to Marin Transit) Board on March 20th, 2006, a 10 year outlook of revenues and needs of local transit service in Marin County. The SRTP correlates specific programs and projects with the sub-strategies that make up Strategy 1. The TAM Board of Commissioners approved the SRTP, as part of the Strategic Plan approval process, committing to the funding levels outlined in the SRTP. The SRTP and its related Service Plan continue to be implemented by the Marin Transit Board and staff.

2. Strategy 2: US 101 HOV Gap Closure

Fully fund and ensure the accelerated completion of the Highway 101 Carpool Lane Gap Closure Project through San Rafael – 7.5% of sales tax revenue will be used for this strategy, which includes completing the final segments of the HOV lane and including elements that will improve this project in the neighborhoods adjacent to it, including landscaping, noise reduction, completion of the multi-use path through Puerto Suello Hill.

The Highway 101 Gap Closure project has been the highest priority transportation project in Marin County for over two decades. Initially, the costs for design and construction of the project were to have been paid for with federal and state transportation funds through the State Transportation Improvement Program (STIP). At the time that Measure A was passed, the STIP had been unable to meet the demands of cities and counties for several years. This dire situation is likely to continue unabated for several more years, as fuel tax revenues are barely able to keep up with maintenance needs of the existing system. The Measure A Program came along at a time when local funds are more often expected to make up for the shortfalls at the state and federal levels on major projects such as the Highway 101 improvements.

Since the passage of Measure A, the Metropolitan Transportation Commission dedicated discretionary federal funds to the Highway 101 Gap Closure project, covering a portion of

the escalating project costs. Measure A funds are being used to cover remaining carpool lane costs, as well as the design and construction of an adjacent bike path and a sound-absorbing facing for the planned and existing soundwalls. It is estimated at this time that all available Measure A sales tax funds will be necessary to complete the two primary project currently under construction- the Segment 3 project through Central San Rafael, and the Segment 4 project over Puerto Suello Hill, . If there are any funds remaining when the entire Highway 101 corridor improvements are completed, they will be dedicated to Strategy 1, Local Transit, per the Expenditure Plan.

3. Strategy 3: Local Transportation Infrastructure

Maintain, improve, and manage Marin County’s local transportation infrastructure, including roads, bikeways, sidewalks, and pathways – 26.5% of sales tax revenue is used for this strategy, which includes roads, bikeways, sidewalks, and pathways of local and regional significance.

The purpose of this strategy is to provide funding to maintain and improve transportation infrastructure that is of county-wide significance, as well as those that primarily serve local jurisdictions. Half of the funds are allocated for regionally significant facilities, while the other half are allocated for local facilities.

The Measure A sales tax funds help to address the over \$200 million in road rehabilitation needs facing local jurisdictions in Marin County. With the majority of available federal and state funds dedicated to the maintenance and rehabilitation of state highways and bridges, the Measure A funds begin to address a historical backlog of local road needs.

Over the first three years of the Measure A program, a number of Major road projects have been developed and are underway, including Novato Boulevard Rehab in Novato and the 4th Street West End improvements in San Rafael.

4. Strategy 4: School Related Congestion and Safer Access to Schools

Reduce school related congestion and provide safer access to schools – 11% of sales tax revenue is used for this strategy, which includes Safe Routes to School, Crossing Guards, and Safe Pathways to School.

The purpose of this strategy is to provide a reliable funding stream for school-related transportation and safety issues. School-related traffic is a significant contributor to congestion in the county, generating over 21% of morning peak period trips. Strategy 4 provides several programs to improve school-related traffic and safety.

The Safe Routes to School program was established in 2000 and has proven to be very successful—increasing alternative mode use and reducing single-student occupant auto trips by over 15%. The overall program utilizes the following elements to maintain success and deliver a comprehensive solution to school related congestion:

- Education – of students, parents, school administrators and teachers, as well as the community on alternative strategies for school travel and ways to enhance safety of school trips,
- Encouragement - of students and parents to select alternative modes of travel to school,
- Enforcement – of safe practices of crossing busy streets , as well as safe practices in biking and walking to school,
- Engineering – of improvements around school sites to make access safer and more usable for all modes, and
- Evaluation – of the program in the eyes of school administrators and teachers, parents, students and the community to determine what else needs to be done and whether existing programs need to be changed

Measure A provided funding to continue this successful program beyond the 2004-2005 school year, when the previous funding expired. In addition to continuing the program, Measure A is allowing it to be expanded to all schools in the county. At present, nearly 50 schools have active Safe Routes elements underway at the schools. Goals for expansion particularly include more activity around high-schools. TAM is piloting two new innovative programs as part of the Safe Routes strategy – the School Pool Program to get students and parents to carpool to school, and the Street Smarts Program, an innovative program of marketing safety for drivers, cyclists, and pedestrians, on the heaviest and most dangerous streets in our local jurisdictions. If proven successful, these programs will be expanded to all jurisdictions in Marin.

The Crossing Guard program provides funding for trained crossing guards at up to 60 key intersections throughout the County. In accordance with the Expenditure Plan, the crossing guards are provided by a professional company that specializes in crossing guard programs in order to “eliminate liability concerns and to ensure that there are well trained crossing guards with back-ups for every critical intersection.” The first two years of this program have been very successful, and efforts are underway to examine the program in year three, in order to determine changes and expansion opportunities.

The Safe Pathways program is integral to the success of the overall strategy; it is the capital improvement element of the Safe Routes to School program. This program provides funds to design and construct projects identified through the implementation of the Safe Routes Plans developed under the Safe Routes to School program. Typical projects might include the construction of pathways, sidewalk improvements, or traffic safety devices. In 2007, nearly \$2 Million in project funding was awarded to local schools and Marin’s cities, towns, and the County, to enable a number of safe pathway projects to be constructed over the next few years.

C. Strategic Plan Purpose & Guiding Principles

This Strategic Plan serves as the programming document for the programs and projects that are contained in the four strategies defined in the Expenditure Plan. In the development of the Expenditure Plan, a number of themes on how the sales tax funds should be spent emerged. The Strategic Plan codifies these themes as guiding principles. These principles guide the Strategic Plan policies and the specific programming recommendations:

1. Maximize leveraging of outside fund sources

The ability of local sales tax to serve as an incentive to match outside fund sources is a distinct advantage realized by the passage of the Transportation Sales Tax Measure. The message sent by voters that the County is willing to fund many of its transportation needs create opportunities at the federal, state, and regional level for funding to come to Marin County. The ability to utilize these sources will provide TAM with the flexibility to respond to emerging transportation issues. The active pursuit of these opportunities, whereby sales tax within the framework of the Expenditure Plan can be utilized to bring additional funds to the County, will continue to be a primary focus of TAM. A discussion of TAM's successful leveraging efforts to date is included in Section III.C.3.

2. Support timely and cost-effective project delivery, ensuring all strategies progress towards measurable improvements.

With the recent dearth of funding at the federal and state level resulting in an increasingly larger backlog of transportation needs, it is imperative that local dollars be utilized efficiently and effectively. Local dollars should be actively delivering those projects with the greatest local impact based on measurable performance criteria. Projects or programs that progress towards delivering a public improvement should receive priority funding. Funding commitments should be examined for projects or programs that are not progressing adequately toward delivery, and remedies to promote progress should be actively supported by TAM. All strategies should progress towards measurable improvements.

3. Maximize the cost effective use of sales tax dollars.

The projects and programs envisioned in the Expenditure Plan may only be deliverable if they receive a concentrated influx of funding over a relatively short time period. The timing of sales tax collection may not exactly fit the delivery needs of projects. While the Expenditure Plan envisioned the need for advancing sales tax revenue for the largest of its projects, the Hwy 101 Gap Closure project, the Strategic Plan process will examine the need to advance funds for other project delivery needs as well. This can be accomplished in a variety of ways, by the leveraging of outside fund sources, the loaning of revenue within or between Expenditure Plan strategies, and the advancing of sales tax through short or long-term debt financing, all of which will be considered. The imperative to advance funds through financing means that, over the 20-years of the Expenditure Plan, fewer dollars will be available for projects and programs because of the need to pay interest. The trade-off is the ability to deliver projects early on, for the benefit of Marin residents today. Prudence dictates that we strike a balance between accelerated delivery and financing costs, and minimize—to the extent feasible—the cost of financing.

4. Promote a balanced use of funds throughout the County.

The Expenditure Plan provides the basis for how funds are distributed throughout the County over the life of the Measure A program. TAM will remain committed to working with program and project sponsors to move all strategies forward simultaneously to provide a balanced expenditure of Measure A funds throughout the County.

5. Promote high environmental and conservation awareness.

TAM will remain committed to working with program and project sponsors in a cooperative manner to deliver the Measure A program with attention to environmental and conservation awareness. Allocation of Measure A funds for right of way capital and construction will be contingent upon demonstration of completed environmental documentation. Attention shall be paid to any impacts on local traffic circulation, bike and pedestrian safety and accommodation, minimizing disruption to Marin County residents.

II. Policy Elements

The Strategic Plan sets policy and provides guidance for the administration of the Measure A program, ensuring prudent stewardship of the funds. Policies considered by the TAM Board and incorporated into this document not only guide the financial decisions TAM expects to make but also will determine how sales tax funds are allocated to specific projects and programs. Some policies have been adopted as separate and distinct actions of the TAM Board; others are defined in this Strategic Plan.

A. Separation of Strategies & Sub-strategies Policy

The Strategic Plan captures the intent of the Expenditure Plan in assigning funding commitments to the four key Strategies. The Expenditure Plan is organized around four strategies designed to protect the environment and quality of life enjoyed in Marin County. Each strategy is supported by specific but flexible programs that have been designed to “provide a high degree of accountability to the voters.” In the Strategic Plan, a percentage share of Measure A revenues is programmed to each strategy or sub-strategy within the four strategies. As sales tax receipts increase or decrease, the dollar amounts programmed to each strategy and sub-strategy may fluctuate accordingly, but the overall percentage will be maintained.

For purposes of developing the Revenue and Expenditure element of the Strategic Plan, financial assumptions concerning how Measure A revenues would be programmed, interest earned, and funds borrowed between strategies were developed. These assumptions have guided the development of the fund tracking and monitoring systems, which track what levels of sales tax have been expended for each strategy and sub-strategy over time. In general, for tracking purposes, each strategy or sub-strategy is considered as a discreet and separate “fund” that is eligible for its percentage share of revenues annually. Sales tax revenue may be allocated for eligible projects and programs within the strategy or sub-strategy annually or they may be allocated at a later time.

The Expenditure Plan states that “actual revenues will be programmed over the life of the Plan based on the percentage distributions identified in the Plan.” The actual requirements for funds in a specific program or sub-strategy may be higher or lower than the projected revenue availability in any given year. To address these variances, annual allocations may be greater than or be less than the amount available. With the biennial updates to the Strategic Plan, and the annual updates to the Revenue and Expenditure element within the overall Strategic Plan, status information on actual expenditures will be presented and reconciliation options discussed, to ensure that percentage distributions will be achieved over the life of the plan.

The 2006 Strategic Plan provides a baseline of funds available to strategies and sub-strategies and reflects the funding needs of projects and programs. Borrowing between strategies or sub-strategies is allowed to the extent it lessens debt financing and allows projects and programs to move forward based on their readiness. In the biennial Strategic Plan updates, and the annual updates to the Revenue and Expenditure element, revenues and expenditures within each strategy and sub-strategy will be reported and options for reconciling any share imbalance will be discussed. At the sunset of the Measure, each of the strategies will have received their respective percentage shares per the Expenditure Plan.

Interest earnings on Measure A fund balance will be allocated as determined by the TAM Board. In November of 2006, the TAM Board allocated a specific amount of interest revenue, \$225,000, to the Highway 101 Gap Closure project to close a funding gap in the project in order for the project to proceed to construction. This revenue was consistent with interest collected, in that several years of Highway 101 revenue had been accumulated, pending major construction on the corridor starting.

Routine maintenance of the primary north-south trunk-line multi-use path system, known in part as the North-South Greenway, has been adopted by the TAM Board as an eligible expenditure of interest earned on fund balances. TAM conduct an inventory of what is needed to provide maintenance of the existing North-South Greenway path system, examining primary Class 1 bi/pedestrian facilities, Class 2 facilities, and differentiating between those facilities built, funded, and not-yet funded. In February 2008, the TAM Board adopted a policy of allowing for a 50% reimbursement of costs of routine maintenance of local Class 1 bike/pedestrian facilities of regional or countywide usage and significance, approved on a case-by-case basis. This policy allows TAM to utilize Measure A funds, with bike/pedestrian path maintenance an allowable expense under the original Expenditure Plan, to offset the high cost of a regionally significant facility being built maintained by a local jurisdiction within Marin County. This policy does not preclude the TAM Board from allocating Measure A interest earnings to other projects in the Expenditure Plan if it deems necessary.

Local jurisdictions, defined as the County of Marin as well as the cities and towns of Marin County, who are responsible for routine maintenance of the multi-use path facility may apply for the Measure A Transportation Sales Tax interest funds. TAM will provide up to 50% on a reimbursable basis, to local jurisdictions in which the path segment lies. Projects are to be considered by the TAM Board on a case-by-case basis.

Over the life of the plan, all direct Measure A sales tax revenues will be programmed according to the percentage distributions identified in the Expenditure Plan.

Specific policies related to programming sales tax revenue to strategies and sub-strategies are discussed in the *Revenue & Expenditure* section of the Strategic Plan.

B. Reserve Policy

The Expenditure Plan states “The Authority will also have the ability to set aside a reserve fund of up to 10% of the annual receipts from the tax for contingencies, to ensure that the projects included in this plan are implemented on schedule.” The purpose of establishing a reserve is to not only ensure that projects are implemented on time, but to allow for fluctuations in annual sales tax receipts that might negatively impact ongoing operating programs. The impacts on revenue availability to strategies of establishing a 5% and a 10% annual reserve fund were analyzed. Given that the reserve fund is only one mechanism TAM will use to address fluctuations in sales tax revenue and that a conservative (low) sales tax forecast will be used, a 5% annual reserve is established for the first five years of the Strategic Plan. The conditions and process for disbursing revenues from the reserve will be considered in future policy discussions of the Board.

C. Debt Policy

The Transportation Sales Tax Measure Expenditure Plan acknowledges and allows for debt to be issued for expediting the delivery of transportation projects. As envisioned in the Expenditure Plan, approximately \$30 million in debt capacity is reserved in the Strategic Plan to meet the cash flow needs of the 101 Gap Closure project, estimated at \$25 million and other eligible projects, and estimated \$5 million. Issuing debt was originally anticipated to meet the cash demand for the Gap Closure Project, but an infusion of \$12.5 million in federal funds loaned by MTC in 2007 in exchange for future Measure A funds alleviated this demand. The MTC loan secured offers more favorable terms and lower interest expenses to TAM compared to private bond financing. However, in order to meet the rapid repayment schedule, it's may be necessary for TAM to borrow from the 5% reserve set aside starting in FY2009-10. At any time, TAM will maintain a reserve level over \$1 million. And reserve will be restored to its intended level once the MTC loan is fully repaid.

Issuing debt may still be necessary for the major road projects from Strategy 3.1. Based on the current construction schedules for several major road projects, debt financing is anticipated in FY2010-2011 if projects do not experience delay. A specific description of debt financing assumed in the Strategic Plan is provided in Section III.B.

The debt policy that the TAM Board adopted in July 2007 provides a framework for issuing debt, addressing restrictions on the amount and type of debt to be issued, the issuance process, and the management of the debt portfolio.

Objectives of TAM's debt policy are to:

- 1) Maximize the use of Measure A cash and other leveraged funds to capital projects, thereby minimizing the amount of debt required to deliver projects cost effectively and in a timely manner;
- 2) Maintain cost effective access to the capital markets through prudent yet flexible policies;
- 3) Moderate debt principal and debt service payment through effective planning and project cash management in accordance with TAM project sponsors; and,
- 4) Achieve the highest practical credit ratings.

An effective debt management policy provides guidelines to manage a debt program in line with the available resources. Adherence to its debt management policy signals to rating agencies and the capital markets that TAM is well managed and will likely meet its obligations in a timely manner.

To assure that Major Road projects that may require debt financing have an assured scope, cost, and schedule, so as to issue debt only when necessary, TAM staff recommend a policy revision as part of this Strategic Plan Update whereby the local jurisdiction responsible for the delivery of the Major road project will be required to adopt a project scope, cost, and schedule through the local governing board in a timely manner to allow TAM to pursue the issuance of debt without undue delays to the project. This board action will be accompanied by a request to TAM to supply sufficient Measure A funds, in accordance with the project's funding plan, and in accordance with the project's expected cash flow needs. TAM will reserve the right to supply Measure A or equal funds to meet the project's needs.

D. Investment Policy

The TAM Administrative Code Article VI, Section 106.8 states that “all funds of the Authority will be invested in the manner and upon the conditions set forth in Government Code 53601, and the receipt, transfer or disbursement of such funds during the term of the Agreement shall be accounted for in accordance with generally accepted accounting principles applicable to governmental entities.” Currently, the Marin County Treasurer is appointed as TAM’s Treasurer by the Board and invests all TAM’s funds in the Marin County Investment Pool.

To expand upon the Administrative Code, TAM developed an investment policy with the help of its financial advisor team and input from the Marin County Treasurer’s Office. The TAM Investment Policy was adopted by the Board in April 2007. This policy will be reviewed and updated annually. The following objectives were set forth in the policy:

- a) **Preservation of capital through high quality investments and by continually evaluating the credit of financial institutions approved for investment transactions, and securities considered and held in safekeeping;**
- b) **Maintenance of sufficient liquidity to enable the participants and other depositors to meet their operating requirements; and**
- c) **A rate of return consistent with the above objectives.**

E. Fund Swap Policy

The Expenditure Plan envisioned the role of other fund sources to help meet Marin’s transportation needs. It recognized that the sales tax funding opened up new opportunities to compete for state and federal grants that require a local match. The Expenditure Plan also discusses TAM’s authority to bond “and use other financing mechanisms for the purposes of expediting the delivery of transportation projects and programs and to provide economies of scale.” The Expenditure Plan specifically mentions that TAM will be able to use “other means to accelerate the delivery of projects and programs, including seeking outside grants and matching or leveraging tax receipts to the maximum extent possible.”

Leveraging funds through a “fund swap,” i.e., exchanging Measure A funds for an equivalent or greater amount of state or federal dollars is one mechanism that TAM will utilize in the delivery of the Measure A program. In its role as the Congestion Management Agency for Marin, TAM has the responsibility for programming the majority of state and federal funds that come to the county. TAM is therefore well-situated to identify opportunities where such an exchange would be appropriate. Specifically, TAM looks for fund swap opportunities that meet one or more of the following criteria:

- The fund swap will in some way reduce overall project costs of TAM sales tax strategies, e.g. by reducing or eliminating the need for other financing.
- The fund swap will facilitate the accelerated delivery of TAM’s sales tax strategies.
- The fund swap will facilitate the accelerated or reduced delivery cost of TAM funded projects that would otherwise have been funded with federal funds.

In its first three years of sales tax collection, TAM has engaged in a number of fund swaps that have accelerated the delivery of TAM funded projects and programs, specifically projects and programs that would have been delivered with federal funds. These fund swaps include the following:

- **TE/TLC/STP Funds** - In December 2005, TAM approved the swapping of federal funds and Measure A funds, originally programmed to the Highway 101 Gap Closure Project, to alleviate burdens on local project sponsors which would have otherwise used federal funds on smaller projects. The Highway 101 Gap Closure Project was already “federalized”, meaning that it had already met all requirements to use federal funds, and would not incur any additional burden by adding more federal funds.

The total amount of swapped federal funds includes \$1.039 million in Transportation Enhancement (TE) funds, \$1.392 million in Transportation for Livable Communities (TLC) funds, and \$3.48 million in Surface Transportation Program (STP) funds. The federal funds were programmed to the Highway 101 Gap Closure Project with the commitment from TAM that the equal amount of Measure A funds would be programmed to other projects in the County that would have otherwise used these federal funds.

- **NTPP** - Concurrent to the abovementioned funds swap, TAM approved the below list of County TE projects that would be receiving Measure A funds, including \$400,000 to City of San Rafael’s Medway/Canal Improvement Project. TAM helped to facilitate a transaction between Marin County and the City of San Rafael to swap \$265,300 in Measure A funds with equal amount in Non-motorized Transportation Pilot Program (NTPP) funds in order to assist Marin County to implement its Bicycle Signing and Striping Project more expeditiously.

F. Compliance Audit Policy

TAM reserves the right at any time to conduct or require a financial or performance audit of the recipient’s compliance with the required usage of Measure A revenue. TAM will give advance notice of the requirement. The recipient shall permit TAM, or any of its duly authorized representatives, to inspect all work, materials, payrolls, and other data and records with regard to the project(s), and to audit the books, records, and accounts of the recipient and its contractors with regard to those project(s).

TAM will commence development on a Compliance Audit Policy in 2009 and implement by FY2010-11.

G. Strategic Plan Amendment Policy

The Strategic Plan is the programming document that directs the use of the transportation sales tax revenue over the next 20 years. The Strategic Plan provides the intent of the Board and resultant assurance to sponsors. While the programming is a statement of intent, the Board must approve individual allocations before the sales tax can be used.

It is envisioned that annual adjustments to the Revenue and Expenditure element of the Strategic Plan will be routinely done to update revenue status, and allow adjustments to programming. These are envisioned to occur at the change of the Fiscal Year in June/July. For any other adjustments in the revenue and expenditure element that occur prior to the annual update, and which result in a reduced use of sales tax, the change will be noted in the allocation action of the Board, but an amendment to the Strategic Plan's revenue and expenditure element will not be necessary. If changes in the revenue and expenditure element result in increased use in sales tax over \$250,000, these changes will be noted in the allocations action of the Board, and an amendment to the Strategic Plan's revenue and expenditure element will be approved simultaneously.

An amendment to the strategic plan will be implemented as part of a regularly scheduled Board meeting. Noticing of the amendment will occur as part of the current process for noticing Board meetings. In all cases, the noticing shall comply with the Brown Act. Comments will be accepted at the meeting regarding the amendment. Approval of the amendment will occur at the following Board meeting, allowing time for additional comment. Any changes to policies contained in the Strategic Plan will also necessitate an amendment to the Strategic Plan, done simultaneously with changes to the policy.

For amendment changes \$250,000 and under, the Board will have the authority to program funds from prior year(s) that were not allocated and/or unprogrammed carryover funds without formally amending the Strategic Plan and opening a formal public comment period. All TAM allocation actions will continue to be done at regularly scheduled and noticed TAM board meetings, allowing public comment and input.

III. Revenues & Expenditures

The **Measure A – Transportation Sales Tax 2008 Strategic Plan** provides a 20-year outlook for how the local transportation sales tax will be spent. The 2008 Strategic Plan is particularly important because TAM intends to issue debt in order to meet the accelerated needs of its Strategy 3.1, Major Road projects. A reasonable Strategic Plan will present to the financial community and Authority's stakeholders at large a clear sense of the agency's strategy in managing its revenues and expenditures responsibly and cost effectively. The Revenue and Expenditure Element and the policies guiding it are crucial to that goal. It provides the best available understanding of when revenue will be available and how that revenue will be spent. The Revenue and Expenditure Element is the result of an analysis and modeling of revenue capacity, matched to project costs and project delivery schedules. The resulting assignment of dollars to programs and projects does not constitute a final funding commitment. Commitments are secured through actual allocations actions by the TAM Board to individual projects and programs.

A. Updated Sales Tax Revenue Forecast Assumptions

Original revenue assumptions used for the development of the Expenditure Plan were very conservative due to the economic recession from 2001 through 2004. The annual gross sales tax revenue was estimated at \$19.8 million and no real growth was assumed for the life of the sales tax, indicating that annual sales tax revenue will grow at the same level as the Consumer Price Index (CPI) to keep its \$19.8 million buying power over the same period. The 2006 Strategic Plan used an even more conservative approach than was used for the Expenditure Plan by assuming both no real growth and no CPI growth.

While it is prudent to stay conservative, it would also be unreasonable to retain available revenues for projects and programs that are ready to proceed. After conducting detailed analyses on the sales tax disbursements received as of April 2008, staff is confident in adjusting the revenue estimate from \$19.8 million to \$20.8 million. Due to the current economic uncertainty, revenue projects will be maintained at the \$20.8 million level until FY2009-10, and a 3% annual growth rate will be applied thereafter, commensurate with the Bay Area CPI growth.

The original revenue projections in both the Expenditure Plan and the 2006 Strategic Plan assumed that 1.5% of the annual revenues would be levied by the Board of Equalization (BOE) for administration fees. Since monthly sales tax disbursements issued to TAM already account for BOE administration fees, and the disbursements are the basis of TAM's revised revenue estimates, the BOE administration fee category is removed from the expenditure categories. Thus, the entire amount of the annual revenue projections is available for projects and programs.

It is anticipated that sales tax revenue projections will be updated annually as part of the Revenue and Expenditure update process. Actual revenue and expenditure data will be added to the forecast, which, through the effects of compounding, could impact future revenue estimates. Revised economic analyses could suggest that more robust growth forecasts should be applied at that time, or that continuation of conservative forecasts is the more prudent option.

B. Off-the-top Expenditure Assumptions / Debt Capacity

The Expenditure Plan indicates that allocations to strategies and sub-strategies are made after taking “off-the-top” expenses for administration, program management, debt service reserve and up to 10% reserve. The Expenditure Plan assumed a \$30 million bond issue in the first year of the sales tax.

For purposes of developing the revenue and expenditure plan, it is important to understand how funds are taken “off-the-top” and how the net amount available to strategies and sub-strategies is calculated.

Sales tax revenues are received monthly from the Board of Equalization. From the revenues remitted to TAM, the following off-the-top allocations are made consistent with the Expenditure Plan:

- 1% of sales tax receipts to TAM administration of the sales tax,
- 4% of sales tax receipts to sales tax overall program administration,
- Debt service and financing costs needed for up to \$30 million in debt incurred for the 101 Gap Closure project and other eligible projects,
- 5% of sales tax receipts reserved annually for the first five years of the Strategic Plan.

The remaining revenues are allocated to each sub-strategy according to percentage shares indicated in the Expenditure Plan. The above-mentioned off-the-top expenditures were envisioned at the time the Expenditure Plan was developed and approved. Funding levels programmed to strategies in this Strategic Plan, as well as allocated to strategies in the first year—such as transit and Safe Routes to School—reflect this off-the-top assumption.

As called for in the Expenditure Plan, debt payment is reserved off-the-top in the Strategic Plan to account for some form of debt financing. Specifically, approximately \$2.35 million is taken off-the-top for debt service and debt issuance costs annually, beginning in FY 2005-06. This amount was calculated based on a bond issuance of approximately \$30 million and interest assumptions at the time the Expenditure Plan was developed. Staff will revisit the debt finance assumptions before the issuance of the bond and adjust assumptions and bond reserve needs appropriately. Note that sufficient debt repayment will be maintained to repay a MTC loan repayment (\$12.5 Million for the Hwy 101 Gap Closure) as well as debt issuance that may be needed for the delivery of Major Road projects.

The Highway 101 Gap Closure Project started construction phase in July 2007. A total of \$25 million of Measure A revenue is dedicated to the project. While TAM has been able to use the annual debt reserve of approximately \$2.35 million to satisfy the existing cash flow needs, the project is scheduled for completion in two years. Debt financing was anticipated to meet the cash flow needs of this project. However, to minimize the cost of financing, TAM secured a \$12.5 million loan from MTC in 2007 to meet the immediate cash flow needs of the project. TAM will use annual Measure A debt reserve to repay MTC, on terms and interest rate that are much more favorable when compared to the private market. While the original debt issuance has not come to fruition, the payments to MTC will occur under that same debt reserve structure, until 2015. Further use of the debt reserve will be revisited as TAM approaches that date.

Current schedules for several Major Road Projects indicate that funding needs will exceed revenues collected starting in FY2010-11. Staff will monitor the progress of the projects and present various financing options to the Board for review when financing appears imminent.

C. Revenue and Expenditure Plan

1. Revenue Available for Programming

The ½ cent sales tax forecast for Marin County is the gross revenue available for the Measure A Expenditure Plan. As noted previously, certain “off the top” deductions are made for expenditures required by law as anticipated in the Expenditure Plan.

The Expenditure Plan allows for up to 1% of revenues to be used for administration of the sales tax, dedicated to administrative staff. The Expenditure Plan also allows for 4% of the sales tax to be dedicated for managing the overall sales tax program. The Expenditure Plan assumed a \$30 million bond or some form of debt financing would be serviced “off-the-top” of the sales tax revenues, before distribution to the Expenditure Plan Strategies. Prior debt reserve funds have been used to meet cash flow needs of the Highway 101 Gap Closure Project. Starting June 2009, debt service reserve will be use to repay the \$12.5 million MTC loan and to meet potential debt financing needs for major road projects. Finally, the Expenditure Plan allows for a reserve of up to 10% of the sales tax revenues to be established. After policy discussion by the TAM Board in 2006, a 5% reserve fund was established in the 2006 Strategic Plan, and will be maintained in the 2008 Strategic Plan Update.

After the off-the-top expenditures and reserves are set aside, the amount available for programming to strategies is calculated based on the percentage share of each strategy and sub-strategy in the Expenditure Plan. Measure A sales tax revenue available for programming for each year of the plan period is shown in Attachment 1.

2. Revenue & Expenditure Plan by Strategy/Sub-Strategy

The Expenditure Plan dedicated funding to strategies and sub-strategies by percentage share. The four strategies and associated sub-strategies are progressing at slightly different paces, given the nature of the project or program. Funds were immediately assigned to local bus transit after the passage of the sales tax in November 2004. While the sales tax did not start collection until April 2005, a loan from the County of Marin enabled TAM to make an advance allocation, thereby preventing drastic cuts in local bus transit service. TAM Funds were also made available to bolster the minimum funding available for the Safe Routes to School Program. Finally, funds were made available to allow the soundwall and bike path elements of the Hwy 101 Gap Closure Project to proceed and be included in—but not delay—the Carpool Lane project.

The remainder of the sub-strategies have progressed over the first year of Measure A, gearing up to implementation. Regarding Strategy 1, Transit, as noted above—the service embodied in the operating sub-strategies 1, 2, and 3 continued uninterrupted as the sales tax began collection. Transit capital improvements utilizing Measure A funds are envisioned to start up

when the TAM advance for prior-to-first-year operating costs is fully reimbursed within the Strategy. Regarding Strategy 2, the Hwy 101 Carpool Lane—substantial progress in environmental and design work has been made, incorporating the critical features of the multi-use path and the sound-absorbing soundwalls into the highway-widening project. Regarding Strategy 3, Local Infrastructure—an 8-month process through a broadly based Technical Advisory Committee (TAC) has created a prioritized list of Major Road segments for which further scoping of the projects will be done by the individual jurisdiction responsible for the respective project. Regarding Local Roads, local jurisdictions are awaiting the programming and allocation of the first year of funds for them to be able to proceed on necessary local infrastructure work. Regarding Strategy 4, the Safe Routes to School sub-strategy is fully underway. Much preparatory work has been done over the past year to define the framework of policy and specific sites for the Crossing Guard Program, which will be implemented for the fall 2006 school year. The Safe Pathway capital projects are being identified through the Safe Routes to School Plans. Candidate projects will be evaluated based on the performance criteria included in the Expenditure Plan. Projects will be prioritized and adopted by the TAM Board over the coming year.

The sales tax revenue and expenditures programmed for each strategy and sub-strategy are shown in the Attachments to this Strategic Plan:

Attachment 1 – Sales Tax Revenues and Assignment to Strategies – this table exhibits in tabular format the revenue available by Strategy in each of 20 years of the Strategic Plan.

Attachment 2 – Sales Tax Programming Summary – this table exhibits programming of each Strategy over the 20 years of the Strategic Plan.

Attachment 3-1–Strategy 1: Local Bus Transit System Revenues and Expenditures

Attachment 3-2–Strategy 2: Highway 101 Gap Closure Revenues and Expenditures

Attachment 3-3–Strategy 3: Local Transportation Infrastructure Revenues and Expenditures

Attachment 3-4–Strategy 4: School-Related Congestion and Safer Access to Schools Revenues and Expenditures

The tables in Attachments 3-1 through 3-4 provide the basis for which allocations to sub-strategies will be made. For each Strategy, there is a detailed table of planned revenues and programming to those revenues.

Methodology and assumptions for how funds are programmed for each strategy and sub-strategy are described in Section III.D. Programming Methodology and Assumptions for Strategies. Note that many of the aforementioned strategies will require TAM and consultant support staff to manage their direct delivery. For purposes of establishing sales tax availability targets for each sub-strategy, direct project management costs were included as a cost to each strategy. For Strategy 2 project management costs are included in the overall capital cost of the project and may be funded with debt proceeds or with debt reserves in the first two years of the program. For Strategy 3, project management costs are included only

for the major infrastructure projects. For all other sub-strategies, direct project management costs are deducted before sales tax revenue availability is calculated by percentage shares for each sub-strategy.

Note that at the end of each fiscal year, if direct project management costs are not expended as envisioned, the funds are returned to the Strategy and allowed to be claimed by the project or program sponsor in the following year.

3. Fund Leveraging

As discussed previously in this document, as well as in the Expenditure Plan, one of the important principles that guides the implementation of Measure A is the commitment to leverage sales tax revenues to help attract other regional, state and federal funds to transportation needs in Marin County. While the timing and availability of such funds is not always easy to predict, TAM has already proven successful at capturing federal funds largely due to Marin's status as a self-help county. To date, \$21 million in CMAQ and \$19 million in additional STIP funds have been secured for the Highway 101 Gap Closure Project, as well as \$5.9 million in exchange funds. As a result of receiving these funds, the need for bonding has been postponed until at least FY2010-2011, and the total amount of bond funds needed may be reduced.

Measure A funds for transit will assist in leveraging other local funds for the Local Initiatives program introduced in Marin Transit's Short Range Transit Plan by providing matching funds for local transit services. Additionally, new federal rural transit dollars will be matched with Measure A, and several federal, state, and regional transit capital grant programs can be accessed with the availability of Measure A funds.

TAM has utilized Measure A funds dedicated to engineering support for our Safe Routes to School program to develop grant applications for both state and federal Safe Routes programs. Marin has been very successful in securing federal and state grants, in large part due to the efforts of our Safe Routes team in developing grant applications supported by the local jurisdiction, the local neighborhood community, and the local volunteer task forces of parents and school officials who identify and support capital improvements around schools.

TAM staff will continue to work to identify potential funding sources that can likely be captured by leveraging sales tax revenues. TAM will continue to secure additional funding from regional, state and federal sources on an ongoing basis.

D. Programming Methodology & Assumptions for Strategies

1. Strategy 1: Local Bus Transit

Strategy 1 of the Expenditure Plan is to “develop a seamless local bus transit system that improves mobility and serves community needs, including special transit for seniors and the disabled (paratransit services).” Measure A provides a dedicated source of local funds for public transit which Marin Transit uses to plan and implement services for the County’s residents. The four sub-strategies in the Measure A Expenditure Plan and the share of Measure A revenue for each sub-strategy is as follows:

Sub-strategies	Percentage Share
1.1 Maintain and expand local bus transit service	37%
1.2 Maintain and expand the rural bus transit system	3%
1.3 Maintain and expand transit services and programs for those with special needs – seniors, persons with disabilities, youth, and low-income residents	9%
1.4 Invest in bus transit facilities for a clean and efficient transit system	6%
Total	55%

In November 2004, TAM approved Measure A allocations to Marin Transit for the period from November 1, 2004 to June 30, 2006 in the following amounts:

Allocations to Marin Transit (\$ thousands)		
Sub-strategies	November 1, 2004 – June 30, 2005	July 1, 2005 – June 30, 2006
1.1 Maintain and expand local bus transit service	\$2,755	\$4,360
1.2 Maintain and expand the rural bus transit system	92	172
1.3 Maintain and expand transit services and programs for those with special needs	615	1,365
1.4 Invest in bus transit facilities for a clean and efficient transit system	0	0
Total	\$3,462	\$5,897

As the sales tax did not begin collections until April 1, 2005, and disbursements from the Board of Equalization lag collections by approximately two months, TAM did not have Measure A sales tax revenue to meet the cash flow requirements of the Marin Transit allocation. TAM borrowed \$3.5 million from the County in the form of a dry period loan. A dry period loan is made available to departments and special districts within the County when

revenues are anticipated to be available during the fiscal year but not in the time period needed.

The Expenditure Plan required Marin Transit to prepare a Short Range Transit Plan (SRTP) every two years through a planning process that includes extensive public input from all areas of the county. Marin Transit embarked on development of a ten-year SRTP in the Spring of 2005. This SRTP was Marin Transit's first, and was based on extensive data collection and community involvement. The SRTP and supplemental documents provide detailed performance data that address the criteria included in the Expenditure Plan. The TAM Board reviewed and commented on the Draft SRTP at its meetings of January and February 2006. Adoption of the SRTP by the Marin Transit Board occurred on March 20th, 2006. The TAM Board of Commissioners approved the SRTP in May 2006 as part of the Strategic Plan after a 45-day comment period on the draft Strategic Plan.

While the Strategic Plan is updated every two years at a minimum, the Metropolitan Transportation Commission (MTC) requires Marin Transit to update its SRTP once every four years. Marin Transit has requested that they be allowed to submit the required SRTP update to TAM as a draft at the end of Calendar Year 2008. This meets with the Expenditure Plan requirement of updating the SRTP every two years, with the last SRTP adopted in 2006. The SRTP update requires additional time for the following reasons:

- Marin Transit along with Golden Gate Transit are conducting a comprehensive survey of users of their systems to allow for informed decisions regarding how best to manage the system and any changes to it.
- Marin Transit is conducting the SRTP update in-house, with staff availability ideally in the Fall of 2008. This will reduce the cost of the SRTP update.

For these reasons, the SRTP will not be updated for the 2008 Strategic Plan Update.

The previously approved SRTP specifies investments based on the following performance criteria:

- Fills a gap in the bus transit network
- Meets productivity standards based on passengers per hour
- Meets cost effectiveness standards based on subsidy per trip
- Relieves congestion as measured in total ridership
- Provides seamless connections to regional service
- Eliminates "pass ups" or overcrowding on existing routes
- Promotes environmental justice based on demographic analysis
- Attracts outside funding sources, including federal, state, and toll revenue as well as other local funds.

The current 2006 SRTP and its accompanying service plan have been built on the existing transit service and proposed two substantial changes to the way local transit service is currently provided. The new service plan implemented the use of smaller vehicles on some routes, matching vehicle size to demand and lowering the operating costs on these routes. The addition of local initiative partnership service is the second change to the way service is provided. These are jointly funded services to provide desired transit service that could not meet Marin Transit's minimum standard for productivity.

Local Initiative Service is a way to serve low density areas that currently do not generate sufficient ridership to meet Marin Transit's productivity standards. Local Initiative Service is also a way to pilot new routes and to test new service markets. Marin Transit will be responsible for implementing selected projects. Applicants may be responsible to provide a minimum of 50% matching funds to pay for operation costs. Eligible projects include fixed route shuttles, deviated fixed route shuttles or dial-a-ride services that would operate within Marin County. The intent of the local initiative services is to focus on service unique to the market segments, such as special services to seniors, circulation in a limited geographic area, evening or owl service, or service designed to penetrate neighborhoods in a way that conventional transit cannot productively serve. The Local Initiative Service concept is under consideration and may be implemented by Marin Transit in the near future.

Marin Transit provides local transit service through a contract with the Golden Gate Transit. On December 17, 2007, the Marin Transit Board approved an amendment to its existing contract with Golden Gate Transit that extended terms of the contract for a total of 10 years beginning January 1, 2008. Marin Transit was able to negotiate an hourly rate for local transit service from the current rate of \$110.69 to \$104.02 effective January 1, 2008.

The SRTP will continue to provide the foundation for the Strategy 1 revenues and expenditures in the Strategic Plan. The SRTP includes the maximum amount of Measure A funds available for the ten-year period, based on the forecasted sales tax availability by sub-strategy. Due to the advance allocation of funds to Marin Transit in FY 2004-05 in advance of sales tax being collected, it was anticipated that capital allocations will not be made to Strategy 1.4, until actual revenues have caught up with the allocation. This was necessary to fund the remaining strategies. Note that payback to Strategy 1.4 commenced in FY 2007-08.

2. Strategy 2: US 101 HOV Gap Closure

Strategy 2 of the Expenditure Plan will "fully fund and ensure the accelerated completion of the Highway 101 carpool lane gap closure project through San Rafael." Eligible uses of funds identified in the Expenditure Plan include completion of final construction segments through Central San Rafael and Puerto Suello Hill; noise reduction strategies to improve quality of life in adjacent neighborhoods; aesthetic and landscaping improvements; and completion of the north-south bicycle way through Puerto Suello Hill to improve bicycle safety. Note that while the other Strategies under Measure A receive a percentage share of funding under the Expenditure Plan, the Strategy 2 funding for the Gap Closure is capped at \$25 Million total. Any excess funds, of which there is likely to be none, are designated for usage under Strategy 1- transit.

In FY 2005-06, Measure A funds began to be utilized for the development of the Gap Closure's Puerto Suello Hill bike/pedestrian path and sound-absorbing soundwall features. At this time, no Measure A funds had been utilized for the Gap Closure Segment 3 project through central San Rafael and including the 580 connector reconstruction, which began construction the Spring of 2006, except for construction oversight by TAM necessary on the project. Throughout FY 2005-06 and into FY 2006-07, TAM developed the multi-use path over Puerto Suello Hill and the sound-absorbing soundwall system, for incorporation into Caltrans' carpool lane project. This last phase of major construction began in June 2007, and includes the path and soundwall construction. The facilities are scheduled to be completed by late 2008/ early 2009.

In December 2005, the TAM Board approved two “fund swaps” for reducing the amount of debt that will need to be entered into to fund the Highway 101 carpool lane. These “fund swaps” entailed the assignment of federal funds available to Marin County for other projects in exchange for Measure funds. The federal funds will be available in Summer 2006, when the last phase of the Highway 101 carpool lane goes to bid, with payback in Measure funds over a three year period starting in FY 2006-07. The total amount of swapped funds, \$2.432 million in Transportation Enhancement or “TE” funds, as well as \$3.48 million in Surface Transportation Program, or “STP” funds have been replaced by Measure funds and are identified in the programming summary for Strategy 2, Attachment 3.2. In October 2007, the TAM Board approved another agreement with MTC to exchange \$12.5 million in CMAQ funds for future Measure A funds. MTC agreed to provide the entire amount of CMAQ funds in FY 2008-09 while TAM will repay MTC with Measure A funds over seven years .

All programmed Measure A funds have been allocated to the US 101 HOV Gap Closure project by the TAM Board, with most of the funds directly funding capital construction through a Cooperative Agreement entered into with Caltrans. While all Measure A funds have been allocated, the cash flow demand for these funds will occur over the construction period in the next two years.

3. Strategy 3: Local Transportation Infrastructure

Strategy 3 of the Expenditure Plan addresses the need to “maintain, improve, and manage Marin County’s local transportation infrastructure, including roads, bikeways, sidewalks, and pathways.” Eligible uses of funds identified in the Expenditure Plan include a variety of roadway, bikeway, sidewalk and pathway improvements:

- Pavement and drainage maintenance;
- Signalization and channelization;
- Transit and traffic flow improvements;
- Transportation Systems Management and Demand Management;
- Improvements to reduce response times for emergency vehicles;
- Bike path construction and maintenance;
- Sidewalk and crosswalk construction and maintenance

The two sub-strategies in the Measure A Expenditure Plan and the share of Measure A revenue for each sub-strategy is as follows:

Sub-strategies	Percentage Share
3.1 Major Roads and Related Infrastructure	13.25%
3.2 Local Roads for all Modes	13.25%
Total	26.5%

3.1 Major Roads and Related Infrastructure

The Expenditure Plan describes the Major Road and Related Infrastructure sub-strategy as targeting “the most heavily traveled and significant roads and related infrastructure in Marin County.” These are roads of countywide significance that may cross jurisdictional

boundaries. Included in the Expenditure Plan is a list of roadways that were identified as “priority candidates” for funding under this sub-strategy (see Appendix 1.a).

Funds are allocated to the five County planning areas based on a formula weighted 50% by the population of the planning area and 50% by the number of road miles within the limits of the planning areas. This distribution will be balanced every six years to address changes in population and road mile figures (see Appendix 1.b for current distribution).

The Expenditure Plan assigned the responsibility for establishing the priorities for Major Roads projects to the Public Works Directors of each city, town, and the county working together with a Technical Advisory Committee (TAC). Through a process that was conducted over a 10 months period in FY 2005-06, the Public Works Directors and the TAC made recommendations to TAM regarding the anticipated distribution of Measure A funds under this sub-strategy. The prioritization process was based on the following performance criteria identified in the Expenditure Plan:

- Condition of roadway
- Average daily traffic
- Transit frequency
- Bicycle and pedestrian activity
- School access
- Accident history
- Opportunities for matching funds
- Geographic equity

As an initial exercise in implementing the Major Infrastructure sub-strategy, the Public Works Directors and the TAC reviewed the performance criteria listed in the Expenditure Plan and developed criteria descriptions and weighting criteria for evaluation of the roadway segments. The criteria definitions they developed are listed below:

- **Condition of roadway:** The Pavement Condition Index (PCI), a common standard of measure for roadways, was used to evaluate the roadway condition. The PCI is a numerical rating of the pavement condition that ranges from 0 to 100, with 0 being the worst possible condition and 100 being the best possible condition
- **Average daily traffic:** The Average Daily Traffic (ADT) is another industry standard, consisting of the total traffic volume on a roadway during a given period (from 1 to 365 days) divided by the number of days in that period.
- **Transit frequency:** Transit frequency is a measure of availability of fixed route public transit to the public. As an objective measure, the calculation of average daily bus seat trips was used as a performance measure.
- **Bicycle and pedestrian activity:** Bicycle and pedestrian activity was assessed by determining if the roadway includes an existing pedestrian facility and/or bicycle facility or if a pedestrian and/or bicycle facility is planned in the community’s adopted Bicycle Master Plan.

- **School access:** School access was determined by the number of designated school zones included in the roadway segment.
- **Accident history:** Accident history was evaluated by calculating the number of accidents for a certain volume of traffic.
- **Opportunities for matching funds:** This performance criterion was evaluated by determining whether matching funds were available for the project. By obtaining matching funds, a project could be implemented with fewer Marin County tax dollars, freeing those dollars to be used on other projects.
- **Geographic equity:** The available funding based on the Expenditure Plan allocation formula determined the prioritization for this performance criterion. Further refinements to the geographic equity criterion will be achieved by examining the distribution of projects within each planning area.

The Public Works Directors reviewed the roadways identified in the Expenditure Plan and developed logical roadway segments limits based on local knowledge of the route within each of the planning areas. They also developed proposed weighting criteria for the performance measures listed above. These weighting criteria were reviewed and refined by the TAC. The Public Works Directors and the TAC agreed that consideration of the opportunities for matching funds and the geographic equity performance criterion would be excluded from the initial selection of projects, but would be used in a second phase of the evaluation process.

The Public Works Directors completed a matrix that incorporated data for the performance criteria for evaluation using their preferred performance criteria weighting system. Based on this evaluation, the Public Works Directors then developed a preliminary list of priority segments, using a weighted system that reflected the importance of pavement and traffic as performance criteria.

In a concurrent effort, the TAC evaluated the roadway segments using a weighted system that reflected a more multi-modal consideration of the performance criteria, with greater weighting for transit frequency and bicycle and pedestrian activity (see Appendix 1.c, Project Prioritization Criteria for Major Roads). Although two distinct weighting systems were used, the Public Works Directors and the TAC evaluations resulted in the same priority ranking for the high ranking roadway segments. This information was presented to the TAM Board of Commissioners on March 30, 2006.

Project sponsors for the priority segments were identified and agreed to by the Public Works Directors. Project sponsors were requested to develop project scopes for their segments, as follows:

- **Northern Marin**
City of Novato – Novato Blvd between Diablo Avenue and San Marin Drive.
- **Central Marin**

City of San Rafael – 4th Street between Red Hill Avenue and Grand Avenue.

- **Ross Valley**
County of Marin – Sir Francis Drake Blvd between US 101 and Wolfe Grade and between Wolfe Grade and the Ross City limit. (note: these two segments tied in their scoring, so the County will come back with a proposal as to which goes first).
- **Southern Marin**
City of Mill Valley – Miller Avenue between Camino Alto and Throckmorton Avenue.
- **Western Marin**
County of Marin – Sir Francis Drake Blvd between Samuel P. Taylor and the Platform bridge.

It was recommended by the Public Works Directors and agreed to by the TAC that the detailed scoping of the project will occur at the local level by the project sponsor. The draft scope will be brought back to the TAC for review. The approval of the scope will occur at a publicly noticed meeting of the local sponsor legislative body. TAM will post public notices regarding these projects as well as available project information on the TAM website. TAM will receive a final scoping recommendation from the local jurisdiction.

The TAC will receive regular updates to the projects as they progress through their various phases of development. Furthermore, the TAM Board receives updates as sponsors request Measure A allocations. Since the Strategic Plan policies dictate that sponsors can only receive Measure A funds for the current phase of a project, the TAM Board is ensured to be kept abreast of a project's progress when funding requests are presented to for funding consideration.

Since inception, Measure A allocations were made to the following Major Roads projects:

- **Northern Marin**
Novato Boulevard – Estimated funding for the environmental document, PS&E and right of way acquisition was programmed to begin in FY 2007-08.
- **Central Marin**
4th Street, San Rafael – Construction funds were allocated in FY 2007-08.
- **Ross Valley**
Sir Francis Drake Boulevard between US 101 and Ross city limits – Estimated funding for the environmental document and PS&E are programmed to begin in FY 2010-11
- **Southern Marin**

Miller Avenue, Mill Valley – Funding for preliminary engineering began in FY 2006-07. Estimated funding for the environmental document and PS&E are programmed in FY 2008-09. Funding for right of way acquisition and construction are programmed to begin in FY 2009-10 and FY 2010-11 respectively.

- **Western Marin**

Sir Francis Drake Blvd from Samuel P. Taylor Park to the Platform Bridge – Funds for the environmental document and PS&E were allocated in FY 2006-07. Design is scheduled for FY 2008-09 with construction commencing in FY 2009-2010.

Final programming of the capital portion of the projects will take place and allocations of funds considered by the TAM Board once the project scope is defined and environmental activity and design are substantially complete. For that reason, remaining capital funds are listed as a lump sum in the Strategic Plan by year, less the expenditures described above.

It will be impossible to guarantee the programming and allocation of funds for all of the Major Infrastructure segments in the years they are needed, without debt financing or some or type of loan strategy to allow the projects to proceed. Under the current revenue estimate for the sales tax, approximately \$4 million is available annually for the Major Infrastructure projects. With most projects taking 4 to 5 years on average to complete scoping, environmental decision, and design, then in FY 2010-11, projects in all of the planning areas will be ready for construction. There are not sufficient funds available for all projects to proceed simultaneously, without debt financing or other loan provisions.

With the exception of the Central planning area and possibly the Southern planning area, it should be noted that the current revenue assumptions only support funding the first prioritized projects in each planning area based on the current cost estimates for each project. Based on the current cost estimates for the first priority project in the Central planning area, Measure A funds would also be available for the second priority project.

Based on the costs and schedules on key major road projects shown in Attachment 3-3, the need to issue debt to ensure project delivery is anticipated in FY 2010-11. Protocols have been established to issue debt and a team has been assembled to facilitate any transactions, including a financial advisor, a bond counsel and a disclosure counsel. Given that the costs to issue debt are significant and will lessen the overall Measure A revenues for other projects, it is the policy of the Strategic Plan to require a project sponsor's board to adopt a project scope, cost, and schedule, and submit that information formally to TAM at least six months prior to anticipated debt issuance to ensure TAM that these projects are ready for delivery as scheduled and the costs are reliable.

3.2 Local Infrastructure for All Modes

The Expenditure Plan recognized that each jurisdiction has unique needs and that local priorities are best identified at the local level. Because of this, Local Roads funds are distributed on a programmatic basis. Funds are allocated to local agencies based on a

formula weighted 50% by the population of the local agency's jurisdiction and 50% by the number of lane miles within the limits of that agency's jurisdiction. This formula is updated on a biennial basis to address changes in population and road mile figures (see Appendix 2 for current distribution).

The formula in the 2008 SPU was updated with the most current population data from the California Department of Finance and lane miles from MTC. In 2006, the data used to calculate road miles was taken from Caltrans' Maintained Public Road Mileage Report, which calculated the centerline road miles for each jurisdiction. The 2008 SPU is using MTC's Pavement Condition Index (PCI) for Bay Area Jurisdiction that measures lane miles for each road in a jurisdiction. The measurement of lane miles is a more accurate representation of each jurisdiction's maintenance responsibilities. The difference in the amount of Measure A funds distributed using either sets of data is nominal for most jurisdictions. Given that the data used to calculate MTC's PCI originated from the Public Works Directors, the Public Works Directors presented no notable objections when they were informed that the 2008 SPU will be using data from MTC's PCI for road mileage calculation in Strategy 3.2.

Local Infrastructure funds can be used for any eligible local transportation need identified by the jurisdiction's Public Works Director and approved by the respective governing board. As defined by the Expenditure Plan, eligible projects include street and road projects, local transit projects, and bicycle and pedestrian projects. Where feasible, locally defined bicycle and pedestrian projects will be implemented in conjunction with a related roadway improvement. This could include safety improvements, pedestrian facilities including disabled access, or bicycle facilities such as bike lanes or signage.

The TAM Board made its first allocation to local cities, towns and Marin County in July 2006, allocating funds available immediately as they had been accumulated over FY 2005-06, following the adoption of the Strategic Plan (as shown in Attachment 3-3). Since inception, the TAM Board has made annual allocations at the beginning of each fiscal year.

To continually receive funds from TAM for Local Infrastructure needs, the local city/town and the county are required to submit a report at the end of each fiscal year outlining what the funds were spent on. The purpose of these reports is to have ongoing documentation showing that this element of Measure A funds was spent on eligible activity in accordance with the Expenditure Plan. It is up to each jurisdiction to decide what to spend the funds on, in accordance with the Measure Expenditure Plan. Reports are collected annually and posted on the TAM Website, in order for broad viewing of what our local transportation sales tax funds are being spent on.

4. Strategy 4: School Related Congestion and Safer Access to Schools

The Expenditure Plan identifies school-related trips as a "significant component of traffic congestion" in Marin, accounting for over 21% of all trips in the morning peak period. Consequently, Strategy 4 is intended "to make a significant improvement in local congestion while encouraging safe and healthy behavior" in the County's young people.

Strategy 4 is comprised of three sub-strategies designed to complement each other with the overall objective of providing safer access to Marin schools. These sub-strategies include an educational/planning component and a capital improvement element, sub-strategies 4.1 and 4.3, respectively. Sub-strategy 4.2 represents an investment of Measure A funds in crossing guards.

The three sub-strategies in the Measure A Transportation Sales Tax Expenditure Plan and the share of revenue for each sub-strategy are as follows:

Sub-strategies	Percentage Share
4.1 Safe Routes to Schools	3.3%
4.2 Crossing Guards	4.2%
4.3 Safe Pathways to School	3.5%
Total	11.0%

4.1 Safe Routes to Schools

The Expenditure Plan describes Safe Routes to Schools (SR2S) as a “proven program designed to reduce local congestion around schools while instilling healthy and sustainable habits in our young people.” Sub-strategy 4.1 provides an on-going, long-term revenue source for the Safe Routes to School program that began in 2000 as a partnership between local parents and bicycle and pedestrian advocates. The program’s mission was—and continues to be—to relieve congestion around schools by promoting alternatives to students being driven alone. In doing this, the program seeks to improve safety, create a healthy lifestyle for children and enhance the sense of community in their neighborhoods. Over the last several years, the Safe Routes program has expanded to include over 40 schools throughout the County. The program includes classroom education, special events, and safe routes development, mapping and engineering assistance. Structure is provided through the development of “Safe Routes plans,” which map out future improvements and determine the use of funds used in sub-strategy 4.3, “Safe Pathways.”

The success of the Marin County program is based largely on the broad based involvement of parents, teachers, local public works officials, engineers, school administrators and local elected officials, all working together with program staff to ensure that the program is successful over the long term.

TAM became sponsor and lead agency for the Safe Routes to School program in June 2005 and awarded a three year contract to administer SR2S services. This contract ends at the end of June 2008, but will be renewed in a successor contract at the beginning of FY 2008-09.

The SR2S contractor implements SR2S programs at schools currently participating and recruits additional eligible schools in the County. The contractor also develops Safe Routes to School Plans for participating schools. The Plan development process is a mechanism for adding school staff, community, and parent input to the Safe Pathways to School program. The plans provide recommendations for safety and capital improvements and recommend encouragement programs aimed at changing unsafe travel

behavior. The SR2S work scope addresses concerns of the TAM Board regarding consultant accountability requiring performance measures and benchmarks to determine the success of the program over time.

To translate these requirements, the SR2S contractor has included performance measures targeted at reduction of automobile trips, and resulting improvement in air quality. Since the inception of the program at TAM, the TAM Board has directed a broader focus on performance measures and benchmarks. In response, the Contractor has developed two types of measures:

1. Program level includes measures such as the number of participating schools added each year, number of new plans developed, number of students per school, number of volunteers participating in the program, the continuation rate for existing schools and response time for inquiries.
2. Individual School level programs that focus on mode shift and mode maintenance goals for non-auto modes. These goals may vary by school due to individual circumstances such as catchment area, terrain and availability of bike/pedestrian/bus facilities.

The previous SR2S contract required that the consultant provide an annual program evaluation to the TAM Board. This requirement will remain in the contract renewal. In addition, the SR2S program is reviewed by the TAC.

In 2007, a one year renewal of the current contract was augmented, allowable under the contract language. This was accompanied by Strategy 4 carryover revenue from previous years which enabled the extended contract to include coordination of expanded “school pool” and “Street Smarts” programs. These programs will be maintained in the contract renewal for FY 2008-09, albeit at a funding level that returns to Measure A forecast revenue. These revenue levels are expected to apply for the duration of the agreement and are programmed in the Strategic Plan (as shown in Attachment 3-4). A modest cost of living adjustment is included in FY 2008-09.

4.2 Crossing Guards

The Expenditure Plan provides for establishment of crossing guards at up to 70 intersections throughout the county and tasks local Public Works Directors and the TAC with their prioritization. In the first year of the program, the 2006-07 school year, funding was approved by the TAM Board which included a ten percent (10%) contingency resulting in guards at 54 Measure A funded locations. The 54 locations were maintained for the 2007-08 school year. In addition to the 54 regular school year locations, 19 locations were also funded during the 2007 summer school session. The 19 locations have also been approved for the 2008 summer school session. In accordance with the Expenditure Plan, the crossing guards are provided by a professional company that specializes in crossing guard programs in order to “eliminate liability concerns and to ensure that well trained crossing guards with back-ups are available for every critical intersection.”

Due to increased revenue levels, TAM staff is looking at options for adding additional guards at six (6) locations at some time in the upcoming 2008 school year. The prioritization for the six locations will be based upon the same approach as the 54 locations. Selection of crossing guard locations in the first year of the program was based on responses to a crossing guard survey sent to local schools. To these locations, the TAC and Public Works Directors applied standard criteria (see Appendix 3.a) generally used by communities in California to determine if a crossing guard would be warranted and cost effective, namely pedestrian counts and traffic data. They evaluated existing as well as new locations recommended by the schools. The MPWA and TAC also reviewed school pedestrian and vehicle count data for each of the requested locations identified in the school crossing guard survey (see Appendix 3.b, Summary Data, Crossing Guard Survey and Appendix 3.c Crossing Guard Requests (Phase 1 and 2)). Similar standards and selection processes will be used to identify the six additional locations for the 2008-09 school year.

Once a guard is in place at an approved location, the commitment is for a three-year minimum. If the location of the crossing guard is provisional (i.e. part of a pilot program), there will be periodic monitoring of the site. There are two types of “pilot” locations: 1) a location that satisfies a set of criteria “relaxed” from the qualifying criteria; and 2) a location at which “other factors” exist that warrant a crossing guard, typically called out by local city/town/county traffic engineers or public works directors. The extent to which the qualifying criteria are relaxed is based on identifying a number of locations equal to the number of locations approved for funding, i.e. 60, less the number of locations that meet the qualifying criteria and the number of locations approved based on “other factors.” The locations requested based on “other factors” will be reviewed by the MPWA and the TAC before they are funded.

The Crossing Guard program is to be assessed after two years by the TAC, through a public process involving parents, school officials and students throughout the County. This due to occur later in the 2008-09 school year. Crossing guard program locations will undergo a re-certification process on a three to six year cycle. The process will be conducted with the Public Works Directors and TAC determining priority of crossing guard locations based on updated traffic and school pedestrian data

Programming of the Crossing Guard sub-strategy was made at the maximum level of revenue available annually for this sub-strategy, beginning in FY 2006-07. With revenue and expenditures perhaps varying over time, adjustments will be made in updates of the Strategic Plan.

4.3 Safe Pathways

The Expenditure Plan closely links sub-strategies 4.3 and 4.1. As the capital improvement element of the Safe Routes to School program, Safe Pathways is integral to the success of the overall strategy. The sub-strategy provides funds to design and construct projects identified through implementation of the Safe Routes Plans developed under sub-strategy 4.1, the Safe Routes program. As defined in the Expenditure Plan, typical projects might include the construction of pathways, sidewalk improvements, or traffic safety devices. Key to the success of Safe Pathways projects is the opportunity to

leverage other fund sources and the ability to incorporate Safe Pathways elements into larger infrastructure projects.

The Expenditure Plan states that eligible Safe Pathways projects will be selected based on performance criteria that focus on improving safety throughout the County. All projects will come from approved Safe Routes plans.

Approved Safe Routes plans are developed in a cooperative effort of schools' Safe Routes to Schools teams, which include school officials and staff, parents and children local elected officials and representatives of public works departments of local jurisdictions and at times, neighborhood representatives. A primary element in development of the plans is the "walkabout" where the team identifies on-site, the routes to the school and areas for safety improvement. Plans resulting from this reconnaissance are reviewed by the local jurisdictions' public works department. This thorough review means that the final approved concept reflects support of parents, school officials and local jurisdictions.

For the first round of Safe Pathways funding, TAM issued a Call for Projects in May 2007. The call required schools and public work departments to submit only projects covered by plans. Most cities and towns in the county and the County itself meet this criterion. After a rigorous selection process governed by criteria established in the Measure A Expenditure Plan, TAM staff recommendations were also reviewed by the Marin Public Works Association (MPWA) and the TAC. The Expenditure Plan's performance criteria encourage a candidate project to:

- Relieve an identified safety or congestion problem along a major school route
- Complete a "gap" in the bicycle and pedestrian system along a major school route
- Maximize daily uses by students and others
- Attract matching funds
- Respect geographic equity

Similar to the Major Roads sub-strategy, the MPWA and TAC refine the definitions of the performance criteria and develop a project evaluation program. Based on the evaluation of projects, the TAC recommends projects to the TAM Board for inclusion in future updates to the Revenue and Expenditure element of the Strategic Plan.

Safe Pathway projects are also coordinated with other projects being funded by Measure A funds, federal funds or gas tax subventions from the state (i.e., Prop 42).

Recommended programming in the Strategic Plan will coincide with the funding levels available each year for this sub-strategy. In September 2007, the TAM Board awarded Safe Pathways funding of \$1.766 million to 12 projects in 7 cities and towns, the county and a school district. The projects selected in FY 2007-08 for funding are listed in Appendix 3d-iv. Based on projected revenue, a second call for Safe Pathways projects will be issued in the 2009-10 fiscal year.

IV. Implementation Guidelines

Before Measure A Transportation Sales Tax funds can be spent on a project or program, the sponsoring agency will need to request an allocation of funds and execute a funding agreement with TAM. In general, the funding agreement will describe the project/program scope, the anticipated schedule, and an estimated cash flow of Measure A funds. The agreement will also specify the responsibilities of both TAM and the project sponsor, as described in this section. The TAM Executive Director shall have the authority to execute such funding agreements on behalf of the TAM Board of Commissioners.

A. Claimant Policies

The following claimant policies provide a framework for the funding agreements that will be developed for the allocation of Measure A funds. These policies clarify TAM's expectations of sponsors to deliver their projects and have been designed to support the Implementation Guidelines provided in the Expenditure Plan and the Strategic Plan Guiding Principles discussed in Section I.C.

1. Eligibility for Funding

- Project types and sponsors are to be as identified in the Marin County Transportation Sales Tax Expenditure Plan.
- The addition of new project types and/or sponsors can only be accomplished through an Expenditure Plan amendment.
- Projects are to be consistent, as applicable, with regional and state plans, such as Marin Transit's SRTP, Marin County's Congestion Management Plan, and the Metropolitan Transportation Commission's (MTC's) regional Transportation Improvement Plan (including Air Quality Conformity).

2. Application Process

- There are two paths for the allocation of funds:
 1. Programmatic funding, such as Strategy 3.2, Local Roads for all modes.
 2. Project specific funding, such as Strategy 3.1, Major Roads projects.
- Allocations for programmatic funding will be on an annual basis, in accordance with formulas specified in the Strategic Plan. For Local Roads projects, sponsors need to submit an allocation request form that specifies projects anticipated for implementation. The proposed projects should come from sponsors' Capital Improvement Programs (CIP) or equivalent. Sponsors may also use Local Roads funds for unanticipated emergency projects not in their CIP. If sponsors use such funds for projects not mentioned in the allocation request form, a revised allocation request form needs to be submitted to TAM before proceeding to implementation.
- For an allocation of project specific Measure A funds, project sponsors will need to submit a complete application package (See Appendix 4.a), consisting of the following information:
 1. Identification of Lead Sponsor

2. Inclusion in local and/or regional plans (as required)
3. Status of environmental review (as required)
4. Notice of impediments to project or program
5. Scope of Work / Description of Service
6. Adherence to Performance Measures (as required)
7. Delivery Schedule (by Phase)
8. Funding Plan
 - ✓ Cost and funding for each phase of the project, including the status on non-Measure A funds on whether these funds have been secured or have expiring deadlines
 - ✓ Cash flow needed on Measure A funds
 - ✓ Expenditures to Date

3. Allocation and Disbursement of Funds

- All allocations of Measure A funds by TAM will be reviewed for the following:
 1. Consistency with the Strategic Plan [Program of Projects]
 2. Completeness of the application via the Allocation Request Form (See Appendix 4.c) and consistency with Strategic Plan requirements.
- All allocations of Measure A funds will be governed by a funding agreement between TAM and the sponsoring agency. The TAM Board will approve such allocations. TAM's Executive Director will have the authority to execute funding agreements.
- Programmatic funding will be approved annually and project specific funding will be approved based on project readiness. For multi-year projects, funding allocations and funding agreements may be for the term of project phases (i.e. environmental, design, construction).
- All agreements will document the following (See Appendix 4.b):
 1. Scope of Work
 2. Project Schedule
 3. Funding Plan
 4. Adherence to Performance Measures (if applicable)
 5. Reporting requirements
 6. Acceptance of TAM's Claimant Policies
- Funding agreements shall be executed by resolution of the sponsor's governing board.
- Prior to the disbursement of funds, a project must have:
 1. an approved allocation resolution from the TAM Board
 2. an executed funding agreement between the sponsoring agency and TAM.
- The standard method of payment will be through reimbursement, with the exception of Local Roads program funds, which are distributed on a formula basis.
- Project advances will require approval from the TAM Board.
- Funds may be accumulated by TAM or by recipient agencies over a period of time to pay for larger and long-term projects. All interest income generated by these proceeds will be used for the transportation purposes described in the Expenditure Plan.
- Timely use of funds requirement will be specified in each agreement.

- Project reimbursement requests must be accompanied by evidence of payment. Reimbursement requests shall be submitted no more frequently than on a monthly basis.
- Measure A funds will not substitute for another fund source that has been programmed or allocated previously to the project or program without prior approval of TAM.
- Other fund sources committed to the project or program will be used in conjunction with Measure A funds. To the maximum extent practicable, other fund sources will be spent down prior to Measure A funds. Otherwise, Measure A funds will be drawn down at a rate proportional to the Measure A share of the total funds programmed to that project phase or program.
- After a multi-year allocation of funds has been made to a project phase, the release of funds in any subsequent fiscal year will be subject to the submittal and acceptance by TAM's Executive Director of a complete Progress Report meeting the requirements for progress reports as adopted by the TAM Board.
- Measure A funds will be allocated to phases of a project or to a program based on demonstrated readiness to begin the work and ability to complete the project phase.
- Measure A allocations for right-of-way and construction will be contingent on a completed environment document.

4. Monitoring and Reporting Requirements

- Recipients of Measure A funds will be required to submit status reports per the provisions of the funding agreement.
- The report will provide information on compliance to established performance measures.
- Audit requirements will be specified in the agreement.

5. Eligible and Ineligible Costs

- Funds are to be expended in accordance with the applicable provisions of the Expenditure Plan and the Public Utilities Code Section 180000 et seq.
- Eligible phases are as follows:
 1. Planning / Conceptual Engineering
 2. Preliminary Engineering / Environmental Studies
 3. Design Engineering (PS&E)
 4. Right of Way Support / Acquisition
 5. Construction
- Eligible project sponsor costs include the following:
 1. Direct staff time (salary and benefits)
 2. Consultants selected through a competitive selection process
 3. Right of way acquisition costs
 4. Competitively bid construction contracts
- TAM oversight costs are eligible costs.
- Indirect costs (as defined by OMB Circular A-87) will not be considered an eligible expense.
- Retroactive expenses are ineligible. No expenses will be reimbursed that are incurred prior to Board approval of the Measure A allocation for a particular project or

program. TAM will not reimburse expenses incurred prior to fully executing a funding Agreement.

6. Other

- Project sponsor will provide signage at construction sites for projects funded partially or wholly by Measure A sales tax revenue so that the Marin County taxpayers are informed as to how funds are being used.
- Project cancellation will require repayment of all unexpended funds and funds determined by audit not to have been expended as provided for in the funding agreement.

V. Conclusion

The Measure A – Transportation Sales Tax 2008 Strategic Plan Update is a comprehensive document guiding the allocation of sales tax revenue over 20 years. With comprehensive policies and procedures corresponding to principles outlined in the Expenditure Plan approved by voters, this guiding document will provide the necessary assurance to project and program sponsors, as well as the banking community, that TAM is managing its sales tax funds well.

The public was notified—via U.S. mail and a notice on the TAM website homepage (www.tam.ca.gov)—that the 2008 Draft Strategic Plan Update will be circulated for comment from May 16, 2008 to June 30, 2008. Copies of the document will be available electronically on the TAM website, and CDs and hard copies will be available at the TAM's office at 750 Lindero Street, Suite 200; San Rafael, CA 94901. A public hearing will be held on June 26, immediately prior to the regular meeting of the TAM Board of Commissioners. The TAM Board of Commissioners is scheduled to approve the final 2008 Strategic Plan Update at their regular meeting on June 26, on the condition that public comments received after June 26 but before June 30 do not affect the Strategic Plan. If comments received after June 26 merit changes to the Strategic Plan, these changes will be presented to the TAM Board on July 26, 2008. A list of comments received on the Draft, responses to those comments, and any associated changes made to the document will be included.

Transportation Authority of Marin
Attachment 1: Sales Tax Revenues and Assignment to Strategies

	<i>Total</i>	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Measure A Sales Tax Revenue	\$ 502,387,137	3,793,461	20,062,713	23,068,785	20,800,000	20,800,000	20,800,000	21,424,000	22,066,720	22,728,722	23,410,583	24,112,901	24,836,288	25,581,376	26,348,818	27,139,282	27,953,461	28,792,065	29,655,826	30,545,501	31,461,866	27,004,769
Interest Earning on Cash Balance	-																					
Off the Top Assignment																						
1% TAM Sales Tax Admin	\$ 5,023,871	\$ 37,935	\$ 200,627	\$ 230,688	\$ 208,000	\$ 208,000	\$ 208,000	\$ 214,240	\$ 220,667	\$ 227,287	\$ 234,106	\$ 241,129	\$ 248,363	\$ 255,814	\$ 263,488	\$ 271,393	\$ 279,535	\$ 287,921	\$ 296,558	\$ 305,455	\$ 314,619	\$ 270,048
4% TAM Program Management	\$ 20,095,485	\$ 151,738	\$ 802,509	\$ 922,751	\$ 832,000	\$ 832,000	\$ 832,000	\$ 856,960	\$ 882,669	\$ 909,149	\$ 936,423	\$ 964,516	\$ 993,452	\$ 1,023,255	\$ 1,053,953	\$ 1,085,571	\$ 1,118,138	\$ 1,151,683	\$ 1,186,233	\$ 1,221,820	\$ 1,258,475	\$ 1,080,191
Debt Service/Capital Projects Reserve	\$ 47,000,000	\$ -	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000
5% Reserve	\$ 5,466,248	\$ 189,673	\$ 1,003,136	\$ 1,153,439	\$ 1,040,000	\$ 1,040,000	\$ 1,040,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal, Off the Top	\$ 77,585,605	\$ 379,346	\$ 4,356,271	\$ 4,656,879	\$ 4,430,000	\$ 4,430,000	\$ 4,430,000	\$ 3,421,200	\$ 3,453,336	\$ 3,486,436	\$ 3,520,529	\$ 3,555,645	\$ 3,591,814	\$ 3,629,069	\$ 3,667,441	\$ 3,706,964	\$ 3,747,673	\$ 3,789,603	\$ 3,832,791	\$ 3,877,275	\$ 3,923,093	\$ 3,700,238
Net Measure A Revenue	\$ 424,801,532	\$ 3,414,115	\$ 15,706,442	\$ 18,411,907	\$ 16,370,000	\$ 16,370,000	\$ 16,370,000	\$ 18,002,800	\$ 18,613,384	\$ 19,242,286	\$ 19,890,054	\$ 20,557,256	\$ 21,244,473	\$ 21,952,308	\$ 22,681,377	\$ 23,432,318	\$ 24,205,788	\$ 25,002,461	\$ 25,823,035	\$ 26,668,226	\$ 27,538,773	\$ 23,304,530
Plus: Debt Reserve	\$ 47,000,000	\$ -	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000
5% Reserve Close Out (with interest) ¹	\$ 9,073,371																					\$ 9,073,371
Total Revenue Available to Strategies	\$ 480,874,902	\$ 3,414,115	\$ 18,056,442	\$ 20,761,907	\$ 18,720,000	\$ 18,720,000	\$ 18,720,000	\$ 20,352,800	\$ 20,963,384	\$ 21,592,286	\$ 22,240,054	\$ 22,907,256	\$ 23,594,473	\$ 24,302,308	\$ 25,031,377	\$ 25,782,318	\$ 26,555,788	\$ 27,352,461	\$ 28,173,035	\$ 29,018,226	\$ 29,888,773	\$ 34,727,901
Assignment to Strategies	Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Strategy 1																						
Project Management	\$ 1,873,450	\$ -	\$ 73,450	\$ 100,000	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Strategy 1 - Local Bus Transit	\$ 256,106,222	\$ 2,030,014	\$ 9,265,515	\$ 10,847,620	\$ 9,733,514	\$ 9,633,514	\$ 9,633,514	\$ 10,604,368	\$ 10,967,418	\$ 11,341,359	\$ 11,726,519	\$ 12,123,233	\$ 12,531,849	\$ 12,952,723	\$ 13,386,224	\$ 13,832,730	\$ 14,292,630	\$ 14,766,328	\$ 15,254,237	\$ 15,756,783	\$ 16,274,406	\$ 19,151,725
Strategy 2																						
Project Management	\$ 1,220,000		\$ 331,614	\$ 256,666	\$ 256,667	\$ 256,667	\$ 118,386	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategy 2 - 101 Gap Closure	\$ 19,986,386		\$ 2,018,386	\$ 2,093,334	\$ 1,631,333	\$ 12,243,333	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategy 3																						
Local Infrastructure	\$ 121,833,846	\$ 978,098	\$ 4,409,233	\$ 5,149,762	\$ 4,564,784	\$ 4,564,784	\$ 4,564,784	\$ 5,032,559	\$ 5,207,483	\$ 5,387,655	\$ 5,573,232	\$ 5,764,376	\$ 5,961,255	\$ 6,164,039	\$ 6,372,908	\$ 6,588,042	\$ 6,809,631	\$ 7,037,867	\$ 7,272,951	\$ 7,515,086	\$ 7,764,486	\$ 9,150,831
Project Management	\$ 2,465,450	\$ -	\$ 90,450	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
Strategy 4																						
School Access	\$ 46,747,784	\$ 406,003	\$ 1,769,643	\$ 1,939,524	\$ 1,696,703	\$ 1,696,703	\$ 1,696,703	\$ 1,890,874	\$ 1,963,484	\$ 2,038,272	\$ 2,115,304	\$ 2,194,647	\$ 2,276,370	\$ 2,360,545	\$ 2,447,245	\$ 2,536,546	\$ 2,628,526	\$ 2,723,266	\$ 2,820,847	\$ 2,921,357	\$ 3,024,881	\$ 3,600,345
Project Management	\$ 4,848,150	\$ -	\$ 98,150	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Assignment to Strategies	\$ 453,207,838	\$ 3,414,115	\$ 18,056,442	\$ 20,761,907	\$ 18,258,000	\$ 28,870,000	\$ 18,488,386	\$ 18,002,800	\$ 18,613,384	\$ 19,242,286	\$ 19,890,054	\$ 20,557,256	\$ 21,244,473	\$ 21,952,308	\$ 22,681,377	\$ 23,432,318	\$ 24,205,788	\$ 25,002,461	\$ 25,823,035	\$ 26,668,226	\$ 27,538,773	\$ 32,377,901
Balance	\$ 27,667,064	\$ -	\$ -	\$ -	\$ 462,000	\$ (10,150,000)	\$ 231,614	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000

Notes:

1 A 5% reserve is set aside for the first 6 fiscal years. For the purposes of the Strategic Plan, the reserve is assumed to be paid out to strategies in F2024-25. Actual use of reserve funds will be determined by the TAM Board.

2 Debt service reserve fund retired in FY2024-25.

3 Annual balance in FY08/09: Unprogrammed bond proceeds to demonstrate capacity included in Expenditure Plan.

Transportation Authority of Marin
Attachment 2: Sales Tax Programming Summary

Strategy 1 - Local Bus Transit		Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Substrategy 1: Local Bus Transit System		\$ 171,042,066	\$ 2,755,000	\$ 4,439,000	\$ 5,961,735	\$ 6,463,516	\$ 7,510,131	\$ 6,448,878	\$ 6,990,435	\$ 7,101,414	\$ 7,629,641	\$ 7,888,749	\$ 8,155,630	\$ 8,430,517	\$ 8,713,650	\$ 9,005,278	\$ 9,305,655	\$ 9,615,042	\$ 9,933,712	\$ 10,261,941	\$ 10,600,018	\$ 10,948,236	\$ 12,883,888
Substrategy 2: Rural Bus Transit System		\$ 13,863,075	\$ 92,000	\$ 172,000	\$ 592,202	\$ 648,920	\$ 635,083	\$ 459,278	\$ 501,874	\$ 510,878	\$ 510,878	\$ 510,878	\$ 510,878	\$ 519,818	\$ 528,915	\$ 538,171	\$ 547,589	\$ 557,172	\$ 566,923	\$ 576,844	\$ 586,938	\$ 597,210	\$ 3,698,626
Substrategy 3: Special Needs Transit Service		\$ 41,597,715	\$ 615,000	\$ 1,365,000	\$ 1,337,742	\$ 1,639,595	\$ 1,649,863	\$ 1,451,191	\$ 1,735,260	\$ 1,794,668	\$ 1,855,859	\$ 1,918,885	\$ 1,983,802	\$ 2,050,666	\$ 2,119,537	\$ 2,190,473	\$ 2,263,538	\$ 2,338,794	\$ 2,416,308	\$ 2,496,148	\$ 2,578,383	\$ 2,663,085	\$ 3,133,919
Substrategy 4: Bus Transit Facilities		\$ 27,717,405	\$ -	\$ -	\$ 778,779	\$ 1,264,367	\$ 1,308,579	\$ 1,452,797	\$ 1,433,507	\$ 1,473,112	\$ 1,237,239	\$ 1,279,257	\$ 1,322,535	\$ 1,367,111	\$ 1,413,024	\$ 1,460,315	\$ 1,509,025	\$ 1,559,196	\$ 1,610,872	\$ 1,664,099	\$ 1,718,922	\$ 1,775,390	\$ 2,089,279
Subtotal, Strategy 1		\$ 254,220,260	\$ 3,462,000	\$ 5,976,000	\$ 8,670,458	\$ 10,016,398	\$ 11,103,657	\$ 9,812,144	\$ 10,661,076	\$ 10,880,073	\$ 11,233,617	\$ 11,597,768	\$ 11,972,844	\$ 12,368,112	\$ 12,775,126	\$ 13,194,238	\$ 13,625,806	\$ 14,070,204	\$ 14,527,815	\$ 14,999,031	\$ 15,484,261	\$ 15,983,921	\$ 21,805,711
Strategy 2 - 101 Gap Closure		Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Subtotal, Strategy 2		\$ 25,224,000	\$ -	\$ 2,041,414	\$ 916,772	\$ 2,031,667	\$ 18,115,761	\$ 2,118,386	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategy 3 - Local Infrastructure		Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Substrategy 1: Major Roads		\$ 35,263,050	\$ -	\$ -	\$ 776,000	\$ 2,972,050	\$ 4,246,000	\$ 3,923,500	\$ 7,101,500	\$ 7,524,000	\$ 4,070,000	\$ 3,650,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Substrategy 2: Local Roads		\$ 60,916,923	\$ 146,968	\$ 2,177,684	\$ 2,651,406	\$ 2,574,881	\$ 2,282,392	\$ 2,282,392	\$ 2,516,279	\$ 2,603,741	\$ 2,693,827	\$ 2,786,616	\$ 2,882,188	\$ 2,980,627	\$ 3,082,020	\$ 3,186,454	\$ 3,294,021	\$ 3,404,816	\$ 3,518,934	\$ 3,636,475	\$ 3,757,543	\$ 3,882,243	\$ 4,575,415
Subtotal, Strategy 3		\$ 96,179,973	\$ 146,968	\$ 2,177,684	\$ 3,427,406	\$ 5,546,931	\$ 6,528,392	\$ 6,205,892	\$ 9,617,779	\$ 10,127,741	\$ 6,763,827	\$ 6,436,616	\$ 3,882,188	\$ 2,980,627	\$ 3,082,020	\$ 3,186,454	\$ 3,294,021	\$ 3,404,816	\$ 3,518,934	\$ 3,636,475	\$ 3,757,543	\$ 3,882,243	\$ 4,575,415
Strategy 4 - School Access		Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Substrategy 1: Safe Routes to Schools		\$ 12,926,480	\$ -	\$ 362,846	\$ 293,650	\$ 528,422	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 658,450	\$ 667,010	\$ 675,681	\$ 684,465	\$ 693,363	\$ 702,377	\$ 711,507	\$ 720,757	\$ 730,127	\$ 739,619	\$ 749,234	\$ 758,974
Substrategy 2: Crossing Guards		\$ 18,713,419	\$ -	\$ 45,700	\$ 568,736	\$ 878,192	\$ 950,000	\$ 800,000	\$ 800,000	\$ 963,909	\$ 800,000	\$ 807,661	\$ 1,017,064	\$ 869,159	\$ 901,299	\$ 1,130,119	\$ 968,499	\$ 1,003,619	\$ 1,253,656	\$ 1,077,051	\$ 1,115,427	\$ 1,388,650	\$ 1,374,677
Substrategy 3: Safe Pathways		\$ 15,082,487	\$ -	\$ 3,715	\$ 135,620	\$ 1,918,089	\$ 258,192	\$ 821,528	\$ 50,000	\$ 1,176,386	\$ 50,000	\$ 1,271,592	\$ 50,000	\$ 1,372,596	\$ 50,000	\$ 1,479,751	\$ 50,000	\$ 1,593,432	\$ 50,000	\$ 1,714,036	\$ 50,000	\$ 1,841,985	\$ 1,145,564
Subtotal, Strategy 4		\$ 46,722,386	\$ -	\$ 412,261	\$ 998,006	\$ 3,324,703	\$ 1,858,192	\$ 2,271,528	\$ 1,500,000	\$ 2,790,295	\$ 1,500,000	\$ 2,737,704	\$ 1,734,074	\$ 2,917,436	\$ 1,635,764	\$ 3,303,233	\$ 1,720,876	\$ 3,308,559	\$ 2,024,414	\$ 3,521,214	\$ 1,905,046	\$ 3,979,868	\$ 3,279,215
Total Sales Tax Programming		\$ 422,346,620	\$ 3,608,968	\$ 10,607,359	\$ 14,012,642	\$ 20,919,699	\$ 37,606,001	\$ 20,407,950	\$ 21,778,855	\$ 23,798,110	\$ 19,497,445	\$ 20,772,088	\$ 17,589,106	\$ 18,266,176	\$ 17,492,910	\$ 19,683,924	\$ 18,640,704	\$ 20,783,579	\$ 20,071,162	\$ 22,156,721	\$ 21,146,850	\$ 23,846,032	\$ 29,660,342

Transportation Authority of Marin
Attachment 3-1 -- Strategy 1: Local Bus Transit System -- Detail
Revenues and Expenditures

	<i>Total</i>	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Revenue Available to Strategy 1	\$ 256,106,222	\$ 2,030,014	\$ 9,265,515	\$ 10,847,620	\$ 9,733,514	\$ 9,633,514	\$ 9,633,514	\$ 10,604,368	\$ 10,967,418	\$ 11,341,359	\$ 11,726,519	\$ 12,123,233	\$ 12,531,849	\$ 12,952,723	\$ 13,386,224	\$ 13,832,730	\$ 14,292,630	\$ 14,766,328	\$ 15,254,237	\$ 15,756,783	\$ 16,274,406	\$ 19,151,725

37% To Substrategy 1 <i>Maintain and Expand Local Bus Transit Service</i>																						
	<i>Total</i>	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Revenue																						
Prior Year Carryforward			\$ -	\$ 353,327	\$ 1,005,355	\$ 1,005,355	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategy 1 Revenue 37% 67%	\$ 171,118,959	\$ 194,965	\$ 6,233,165	\$ 7,297,490	\$ 6,548,000	\$ 6,480,727	\$ 7,133,847	\$ 7,378,081	\$ 7,629,641	\$ 7,888,749	\$ 8,155,630	\$ 8,430,517	\$ 8,713,650	\$ 9,005,278	\$ 9,305,655	\$ 9,615,042	\$ 9,933,712	\$ 10,261,941	\$ 10,600,018	\$ 10,948,236	\$ 12,883,888	
Local Transit Reserve ¹	\$ 571,088				\$ 108,533	\$ 329,301	\$ 133,254															
Advance Proceeds from TAM ²	\$ 2,560,035	\$ 2,560,035																				
Loan from Substrategy 1.4 ³	\$ 830,000		\$ 799,611	30,389																		
Total Revenue	\$ 175,080,082	\$ 2,755,000	\$ 7,032,776	\$ 7,681,206	\$ 7,553,355	\$ 7,594,615	\$ 6,810,028	\$ 7,267,101	\$ 7,378,081	\$ 7,629,641	\$ 7,888,749	\$ 8,155,630	\$ 8,430,517	\$ 8,713,650	\$ 9,005,278	\$ 9,305,655	\$ 9,615,042	\$ 9,933,712	\$ 10,261,941	\$ 10,600,018	\$ 10,948,236	\$ 12,883,888
Expenditures																						
Substrategy 1	\$ 171,042,066	\$ 2,755,000	\$ 4,439,000	\$ 5,961,735	\$ 6,463,516	\$ 7,510,131	\$ 6,448,878	\$ 6,990,435	\$ 7,101,414	\$ 7,629,641	\$ 7,888,749	\$ 8,155,630	\$ 8,430,517	\$ 8,713,650	\$ 9,005,278	\$ 9,305,655	\$ 9,615,042	\$ 9,933,712	\$ 10,261,941	\$ 10,600,018	\$ 10,948,236	\$ 12,883,888
Local Transit Reserve ¹	\$ 571,088		\$ 132,120	\$ 185,517	\$ 84,484	\$ 84,484	\$ 84,484															
Repayment of Advance to TAM ²	\$ 2,636,928		\$ 2,108,329	\$ 528,599																		
Repayment of Loan to 1.4 ³	\$ 830,000					\$ 276,667	\$ 276,667	\$ 276,667														
Total Expenditures	\$ 175,080,082	\$ 2,755,000	\$ 6,679,449	\$ 6,675,851	\$ 6,548,000	\$ 7,594,615	\$ 6,810,028	\$ 7,267,101	\$ 7,378,081	\$ 7,629,641	\$ 7,888,749	\$ 8,155,630	\$ 8,430,517	\$ 8,713,650	\$ 9,005,278	\$ 9,305,655	\$ 9,615,042	\$ 9,933,712	\$ 10,261,941	\$ 10,600,018	\$ 10,948,236	\$ 12,883,888
Substrategy 1 Cumulative Balance	\$ -	\$ -	\$ 353,327	\$ 1,005,355	\$ 1,005,355	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

3% To Substrategy 2 <i>Maintain and Expand Rural Bus Transit System</i>																						
	<i>Total</i>	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Revenue																						
Prior Year Carryforward			\$ -	\$ 245,765	\$ 245,251	\$ 127,250	\$ 17,631	\$ 83,818	\$ 160,364	\$ 247,709	\$ 355,450	\$ 484,200	\$ 634,590	\$ 798,327	\$ 975,924	\$ 1,167,910	\$ 1,374,834	\$ 1,597,260	\$ 1,835,773	\$ 2,090,979	\$ 2,363,501	\$ 2,653,986
Strategy 1 Revenue 3% 5%	\$ 13,865,213	\$ 6,511	\$ 505,392	\$ 591,688	\$ 530,919	\$ 525,464	\$ 525,464	\$ 578,420	\$ 598,223	\$ 618,620	\$ 639,628	\$ 661,267	\$ 683,555	\$ 706,512	\$ 730,158	\$ 754,513	\$ 779,598	\$ 805,436	\$ 832,049	\$ 859,461	\$ 887,695	\$ 1,044,640
Advance Proceeds from TAM ²	\$ 85,489	\$ 85,489																				
Loan from Substrategy 1.4 ³	\$ -																					
Total Revenue	\$ 13,950,702	\$ 92,000	\$ 505,392	\$ 837,453	\$ 776,170	\$ 652,714	\$ 543,096	\$ 662,238	\$ 758,587	\$ 866,328	\$ 995,078	\$ 1,145,468	\$ 1,318,145	\$ 1,504,839	\$ 1,706,081	\$ 1,922,423	\$ 2,154,432	\$ 2,402,696	\$ 2,667,822	\$ 2,950,440	\$ 3,251,196	\$ 3,698,626
Expenditures																						
Substrategy 2	\$ 13,863,075	\$ 92,000	\$ 172,000	\$ 592,202	\$ 648,920	\$ 635,083	\$ 459,278	\$ 501,874	\$ 510,878	\$ 510,878	\$ 510,878	\$ 510,878	\$ 519,818	\$ 528,915	\$ 538,171	\$ 547,589	\$ 557,172	\$ 566,923	\$ 576,844	\$ 586,938	\$ 597,210	\$ 3,698,626
Repayment of Advance to TAM ²	\$ 87,627		\$ 87,627																			
Repayment of Loan to 1.4 ³	\$ -																					
Total Expenditures	\$ 13,950,702	\$ 92,000	\$ 259,627	\$ 592,202	\$ 648,920	\$ 635,083	\$ 459,278	\$ 501,874	\$ 510,878	\$ 510,878	\$ 510,878	\$ 510,878	\$ 519,818	\$ 528,915	\$ 538,171	\$ 547,589	\$ 557,172	\$ 566,923	\$ 576,844	\$ 586,938	\$ 597,210	\$ 3,698,626
Substrategy 2 Cumulative Balance	\$ -	\$ -	\$ 245,765	\$ 245,251	\$ 127,250	\$ 17,631	\$ 83,818	\$ 160,364	\$ 247,709	\$ 355,450	\$ 484,200	\$ 634,590	\$ 798,327	\$ 975,924	\$ 1,167,910	\$ 1,374,834	\$ 1,597,260	\$ 1,835,773	\$ 2,090,979	\$ 2,363,501	\$ 2,653,986	\$ -

9% to Substrategy 3 <i>Maintain and Expand Transit Services for Those with Special Needs</i>																						
	<i>Total</i>	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Revenue																						
Prior Year Carryforward			\$ -	\$ -	\$ 370,712	\$ 198,672	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategy 1 Revenue 9% 16%	\$ 41,619,629	\$ 43,522	\$ 1,516,175	\$ 1,775,065	\$ 1,592,757	\$ 1,576,393	\$ 1,576,393	\$ 1,735,260	\$ 1,794,668	\$ 1,855,859	\$ 1,918,885	\$ 1,983,802	\$ 2,050,666	\$ 2,119,537	\$ 2,190,473	\$ 2,263,538	\$ 2,338,794	\$ 2,416,308	\$ 2,496,148	\$ 2,578,383	\$ 2,663,085	\$ 3,133,919
Advance Proceeds from TAM ²	\$ 571,478	\$ 571,478																				
Loan from Substrategy 1.4 ³	\$ 375,606		\$ 184,460	\$ 191,145																		
Total Revenue	\$ 42,566,713	\$ 615,000	\$ 1,700,636	\$ 1,966,211	\$ 1,963,469	\$ 1,775,065	\$ 1,576,393	\$ 1,735,260	\$ 1,794,668	\$ 1,855,859	\$ 1,918,885	\$ 1,983,802	\$ 2,050,666	\$ 2,119,537	\$ 2,190,473	\$ 2,263,538	\$ 2,338,794	\$ 2,416,308	\$ 2,496,148	\$ 2,578,383	\$ 2,663,085	\$ 3,133,919
Expenditures																						
Substrategy 3	\$ 41,597,715	\$ 615,000	\$ 1,365,000	\$ 1,337,742	\$ 1,639,595	\$ 1,649,863	\$ 1,451,191	\$ 1,735,260	\$ 1,794,668	\$ 1,855,859	\$ 1,918,885	\$ 1,983,802	\$ 2,050,666	\$ 2,119,537	\$ 2,190,473	\$ 2,263,538	\$ 2,338,794	\$ 2,416,308	\$ 2,496,148	\$ 2,578,383	\$ 2,663,085	\$ 3,133,919
Repayment of Advance to TAM ²	\$ 593,392		\$ 335,636	\$ 257,756																		
Repayment of Loan to 1.4 ³	\$ 375,606				\$ 125,202	\$ 125,202	\$ 125,202															
Total Expenditures	\$ 42,566,713	\$ 615,000	\$ 1,700,636	\$ 1,595,498	\$ 1,764,797	\$ 1,775,065	\$ 1,576,393	\$ 1,735,260	\$ 1,794,668	\$ 1,855,859	\$ 1,918,885	\$ 1,983,802	\$ 2,050,666	\$ 2,119,537	\$ 2,190,473	\$ 2,263,538	\$ 2,338,794	\$ 2,416,308	\$ 2,496,148	\$ 2,578,383	\$ 2,663,085	\$ 3,133,919
Substrategy 3 Cumulative Balance	\$ -	\$ -	\$ -	\$ 370,712	\$ 198,672	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

6% to Substrategy 4																								
Invest in Bus Transit Facilities for Clean and Efficient Transit System																								
			Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Revenue																								
Prior Year Carryforward					\$ -	\$ 26,712	\$ 209,775	\$ 132,448	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategy 1 Revenue	6%	11%	\$ 27,717,404	\$ -	\$ 1,010,783	\$ 1,183,377	\$ 1,061,838	\$ 1,050,929	\$ 1,050,929	\$ 1,156,840	\$ 1,196,446	\$ 1,237,239	\$ 1,279,257	\$ 1,322,535	\$ 1,367,111	\$ 1,413,024	\$ 1,460,315	\$ 1,509,025	\$ 1,559,196	\$ 1,610,872	\$ 1,664,099	\$ 1,718,922	\$ 1,775,390	\$ 2,089,279
Loan Repayment from 1.1 ³			\$ 830,000			\$ -	\$ -	\$ -	\$ 276,667	\$ 276,667	\$ 276,667													
Loan Repayment from 1.2 ³			\$ -																					
Loan Repayment from 1.3 ³			\$ 375,606			\$ -	\$ 125,202	\$ 125,202	\$ 125,202	\$ -	\$ -													
Total Revenue			\$ 28,923,010	\$ -	\$ 1,010,783	\$ 1,210,089	\$ 1,396,815	\$ 1,308,579	\$ 1,452,797	\$ 1,433,507	\$ 1,473,112	\$ 1,237,239	\$ 1,279,257	\$ 1,322,535	\$ 1,367,111	\$ 1,413,024	\$ 1,460,315	\$ 1,509,025	\$ 1,559,196	\$ 1,610,872	\$ 1,664,099	\$ 1,718,922	\$ 1,775,390	\$ 2,089,279
Expenditures																								
Substrategy 4			\$ 27,717,405	\$ -	\$ -	\$ 778,779	\$ 1,264,367	\$ 1,308,579	\$ 1,452,797	\$ 1,433,507	\$ 1,473,112	\$ 1,237,239	\$ 1,279,257	\$ 1,322,535	\$ 1,367,111	\$ 1,413,024	\$ 1,460,315	\$ 1,509,025	\$ 1,559,196	\$ 1,610,872	\$ 1,664,099	\$ 1,718,922	\$ 1,775,390	\$ 2,089,279
Loan to Substrategy 1.1 ³			\$ 830,000		\$ 799,611	\$ 30,389																		
Loan to Substrategy 1.2 ³			\$ -																					
Loan to Substrategy 1.3 ³			\$ 375,606		\$ 184,460	\$ 191,145																		
Total Expenditures			\$ 28,923,010	\$ -	\$ 984,071	\$ 1,000,313	\$ 1,264,367	\$ 1,308,579	\$ 1,452,797	\$ 1,433,507	\$ 1,473,112	\$ 1,237,239	\$ 1,279,257	\$ 1,322,535	\$ 1,367,111	\$ 1,413,024	\$ 1,460,315	\$ 1,509,025	\$ 1,559,196	\$ 1,610,872	\$ 1,664,099	\$ 1,718,922	\$ 1,775,390	\$ 2,089,279
Substrategy 4 Cumulative Balance				\$ -	\$ 26,712	\$ 209,775	\$ 132,448	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Transportation Authority of Marin
 Attachment 3-2 -- Strategy 2: Highway 101 Gap Closure -- Detail
 Revenues and Expenditures

Attachment 3-2

	Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Strategy 2 Revenue																						
Prior Year Carryforward			\$ -	\$ 308,586	\$ 7,877,814	\$ 7,734,147	\$ 2,118,386	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax Revenue to Strategy 2	\$ 6,588,000	\$ -	\$ 2,350,000	\$ 2,350,000	\$ 1,888,000																	
Swapped Revenue (CMAQ/STP)	\$ 5,911,000			\$ 5,911,000																		
Measure A Interest Dedicated	\$ 225,000			\$ 225,000																		
CMAQ Swapped Revenue (MTC)	\$ 12,500,000			\$ -	\$ -	\$ 12,500,000																
Total Revenue	\$ 25,224,000	\$ -	\$ 2,350,000	\$ 8,794,586	\$ 9,765,814	\$ 20,234,147	\$ 2,118,386	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategy 2 Expenditures																						
Project Management	\$ 1,220,000		\$ 331,614	\$ 256,666	\$ 256,667	\$ 256,667	\$ 118,386															
101 Gap Closure	\$ 18,093,000		\$ 1,709,800	\$ 451,200	\$ 998,000	\$ 12,934,000	\$ 2,000,000															
Swap Projects	\$ 5,911,000		\$ -	\$ 208,906	\$ 777,000	\$ 4,925,094																
Total Expenditures	\$ 25,224,000	\$ -	\$ 2,041,414	\$ 916,772	\$ 2,031,667	\$ 18,115,761	\$ 2,118,386	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategy 2 Cumulative Balance		\$ -	\$ 308,586	\$ 7,877,814	\$ 7,734,147	\$ 2,118,386	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Swapped Project Details

TLC Swap		FY04/05	FY05/06	FY06/07	FY07/08	FY08/09	
Fairfax	\$ 180,000			\$ 10,000	\$ 170,000		
Fireside	\$ 198,906			\$ 198,906			
Corte Madera HIP	\$ 371,826				\$ 30,000	\$ 341,826	
County of Marin HIP	\$ 525,600					\$ 525,600	
Unprogrammed	\$ 115,668					\$ 115,668	
Subtotal, TLC Swap	\$ 1,392,000	\$ -	\$ -	\$ 208,906	\$ 200,000	\$ 983,094	
TE Swap							
Bicycle Guide Signing	\$ 107,700					\$ 107,700	
Bus Stop Improvements	\$ 82,600					\$ 82,600	
Pine Terrace Multi Use Path	\$ 87,000				\$ 87,000		
East SFD Multi Use Bridge	\$ 90,000				\$ 90,000		
Olema Bolinas Pathway	\$ 271,700					\$ 271,700	
Medway/Canal Improvements	\$ 400,000				\$ 400,000		
Subtotal, TE Swap	\$ 1,039,000	\$ -	\$ -	\$ -	\$ 577,000	\$ 462,000	
STP Swap							
Marin County	\$ 1,928,321					\$ 1,928,321	Point Reyes-Petaluma Road Rehabilitation
Belvedere	\$ 21,398					\$ 21,398	Speed limit, stop, and street signs replacement
Corte Madera	\$ 99,896					\$ 99,896	Tamalpais/Redwood/Corte Madera Avenue Improvements
Fairfax	\$ 54,914					\$ 54,914	Tamalpais Road Overlay
Larkspur	\$ 110,756					\$ 110,756	Doherty Drive Reconstruction
Mill Valley	\$ 153,675					\$ 153,675	Buena Vista Street Rehabilitation
Novato	\$ 366,579					\$ 366,579	Vallejo Avenue Improvements
Ross	\$ 28,935					\$ 28,935	Glenwood Avenue Overlay
San Anselmo	\$ 145,395					\$ 145,395	Saunders Avenue Resurfacing
San Rafael	\$ 415,620					\$ 415,620	Francisco East and Manuel T. Freitas Parkway Resurfacing
Sausalito	\$ 53,872					\$ 53,872	To be determine
Tiburon	\$ 100,639					\$ 100,639	Mar West Street Improvement Project
Subtotal, STP Swap	\$ 3,480,000	\$ -	\$ -	\$ -	\$ -	\$ 3,480,000	
TOTAL Swap	\$ 5,911,000	\$ -	\$ -	\$ 208,906	\$ 777,000	\$ 4,925,094	

- Notes:**
- Swapped projects can only use Measure A cash
 - Approximately \$1.8 million of the Gap expenditures from FY 06 and FY 07 are bond eligible, using the TAM adopted Reimbursement Resolution, March 30, 2006
 - MTC Swap assumes a 0% interest rate
 - STP Swap on Local Streets and Roads funds needs to be awarded by March 27, 2009.
- Shaded boxes indicate that funds have been allocated by TAM Board

Transportation Authority of Marin
Attachment 3-3 -- Strategy 3: Local Transportation Infrastructure -- Detail
Revenues and Expenditures

	Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Revenue Available to Strategy 3	\$ 121,833,846	\$ 978,098	\$ 4,409,233	\$ 5,149,762	\$ 4,564,784	\$ 4,564,784	\$ 4,564,784	\$ 5,032,559	\$ 5,207,483	\$ 5,387,655	\$ 5,573,232	\$ 5,764,376	\$ 5,961,255	\$ 6,164,039	\$ 6,372,908	\$ 6,588,042	\$ 6,809,631	\$ 7,037,867	\$ 7,272,951	\$ 7,515,086	\$ 7,764,486	\$ 9,150,831

13.25% To Substrategy 1

Major Roads and Related Infrastructure ⁴	Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Revenue																						
Prior Year Carryforward			\$ 489,049	\$ 2,648,441	\$ 4,384,822	\$ 3,632,664	\$ 1,606,556	\$ (97,053)	\$ (4,744,773)	\$ (9,727,532)	\$ (11,166,204)	\$ (12,092,088)	\$ (10,272,400)	\$ (7,354,273)	\$ (4,334,753)	\$ (1,210,799)	\$ 2,020,722	\$ 5,363,037	\$ 8,819,471	\$ 12,393,446	\$ 16,088,490	\$ 19,908,233
Strategy 3 Revenue	\$ 59,684,198	\$ 489,049	\$ 2,159,392	\$ 2,512,381	\$ 2,219,892	\$ 2,219,892	\$ 2,219,892	\$ 2,453,779	\$ 2,541,241	\$ 2,631,327	\$ 2,724,116	\$ 2,819,688	\$ 2,918,127	\$ 3,019,520	\$ 3,123,954	\$ 3,231,521	\$ 3,342,316	\$ 3,456,434	\$ 3,573,975	\$ 3,695,043	\$ 3,819,743	\$ 4,512,915
Total Revenue	\$ 59,684,198	\$ 489,049	\$ 2,648,441	\$ 5,160,822	\$ 6,604,714	\$ 5,852,556	\$ 3,826,447	\$ 2,356,727	\$ (2,203,532)	\$ (7,096,204)	\$ (8,442,088)	\$ (9,272,400)	\$ (7,354,273)	\$ (4,334,753)	\$ (1,210,799)	\$ 2,020,722	\$ 5,363,037	\$ 8,819,471	\$ 12,393,446	\$ 16,088,490	\$ 19,908,233	\$ 24,421,148

Planning Area: Northern Marin

Novato Boulevard - Seg 2	\$ 524,600			\$ 72,000	\$ 452,600																	
Novato Boulevard - Seg 1	\$ 7,158,450				\$ 114,450	\$ 650,000	\$ 1,146,000	\$ 2,624,000	\$ 2,624,000													
Novato Boulevard - Seg 3	\$ 255,000				\$ 155,000	\$ 100,000																
Subtotal Expenditures 8.6	\$ 7,938,050	\$ -	\$ -	\$ 72,000	\$ 722,050	\$ 750,000	\$ 1,146,000	\$ 2,624,000	\$ 2,624,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Planning Area: Central Marin

4th Street San Rafael	\$ 4,500,000				\$ 2,250,000	\$ 2,250,000																
Other Projects	\$ -																					
Subtotal Expenditures 11.2	\$ 4,500,000	\$ -	\$ -	\$ -	\$ 2,250,000	\$ 2,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Planning Area: Southern Marin

Miller Avenue Mill Valley	\$ 5,100,000			\$ 250,000		\$ 200,000	\$ 650,000	\$ 2,000,000	\$ 2,000,000													
E. Blithedale Avenue	\$ 4,020,000									\$ 470,000	\$ 2,550,000	\$ 1,000,000										
Subtotal Expenditures 9.5	\$ 9,120,000	\$ -	\$ -	\$ 250,000	\$ -	\$ 200,000	\$ 650,000	\$ 2,000,000	\$ 2,000,000	\$ 470,000	\$ 2,550,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Planning Area: Ross Valley

SFD between US 101 & Wolf Grade	\$ 5,350,000							\$ 350,000	\$ 2,500,000	\$ 2,500,000												
SFD between Wolf Grade & Ross	\$ 2,600,000								\$ 400,000	\$ 1,100,000	\$ 1,100,000											
SFD, San Anselmo	\$ -																					
Other Projects																						
Subtotal Expenditures 8.9	\$ 7,950,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ 2,900,000	\$ 3,600,000	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Planning Area: West Marin

SFD SP Taylor - Platform Bridge	\$ 5,755,000			\$ 454,000		\$ 1,046,000	\$ 2,127,500	\$ 2,127,500														
Other Projects	\$ -																					
Subtotal Expenditures 5.9	\$ 5,755,000	\$ -	\$ -	\$ 454,000	\$ -	\$ 1,046,000	\$ 2,127,500	\$ 2,127,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Substrategy 1 Total Expenditures \$ 44

\$ 35,263,050

\$ -

\$ -

\$ 776,000

\$ 2,972,050

\$ 4,246,000

\$ 3,923,500

\$ 7,101,500

\$ 7,524,000

\$ 4,070,000

\$ 3,650,000

\$ 1,000,000

\$ -

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Substrategy 1 Cumulative Balance

\$ 489,049

\$ 2,648,441

\$ 4,384,822

\$ 3,632,664

\$ 1,606,556

\$ (97,053)

\$ (4,744,773)

\$ (9,727,532)

\$ (11,166,204)

\$ (12,092,088)

\$ (10,272,400)

\$ (7,354,273)

\$ (4,334,753)

\$ (1,210,799)

\$ 2,020,722

\$ 5,363,037

\$ 8,819,471

\$ 12,393,446

\$ 16,088,490

\$ 19,908,233

\$ 24,421,148

13.25% To Substrategy 2

Local Roads for all Modes ⁴	Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Revenue																						
Prior Year Carryforward			\$ 342,081	\$ 369,014	\$ 292,489	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategy 3 Revenue	\$ 60,916,923	\$ 489,049	\$ 2,204,617	\$ 2,574,881	\$ 2,282,392	\$ 2,282,392	\$ 2,282,392	\$ 2,516,279	\$ 2,603,741	\$ 2,693,827	\$ 2,786,616	\$ 2,882,188	\$ 2,980,627	\$ 3,082,020	\$ 3,186,454	\$ 3,294,021	\$ 3,404,816	\$ 3,518,934	\$ 3,636,475	\$ 3,757,543	\$ 3,882,243	\$ 4,575,415
Total Revenue	\$ 60,916,923	\$ 489,049	\$ 2,546,698	\$ 2,943,895	\$ 2,574,881	\$ 2,282,392	\$ 2,282,392	\$ 2,516,279	\$ 2,603,741	\$ 2,693,827	\$ 2,786,616	\$ 2,882,188	\$ 2,980,627	\$ 3,082,020	\$ 3,186,454	\$ 3,294,021	\$ 3,404,816	\$ 3,518,934	\$ 3,636,475	\$ 3,757,543	\$ 3,882,243	\$ 4,575,415

Expenditures⁵

Belvedere 1.02%	\$ 621,177	\$ 1,494	\$ 22,136	\$ 26,951	\$ 26,264	\$ 23,280	\$ 23,280	\$ 25,666	\$ 26,558	\$ 27,477	\$ 28,423	\$ 29,398	\$ 30,402	\$ 31,437	\$ 32,502	\$ 33,599	\$ 34,729	\$ 35,893	\$ 37,092	\$ 38,327	\$ 39,599	\$ 46,669
Corte Madera 3.42%	\$ 2,060,002	\$ 4,336	\$ 64,255	\$ 78,233	\$ 88,061	\$ 78,058	\$ 78,058	\$ 86,057	\$ 89,048	\$ 92,129	\$ 95,302	\$ 98,571	\$ 101,937	\$ 105,405	\$ 108,977	\$ 112,656	\$ 116,445	\$ 120,348	\$ 124,367	\$ 128,508	\$ 132,773	\$ 156,479
Fairfax 2.76%	\$ 1,686,964	\$ 4,223	\$ 62,580	\$ 76,193	\$ 71,067	\$ 62,994	\$ 62,994	\$ 69,449	\$ 71,863	\$ 74,350	\$ 76,911	\$ 79,548	\$ 82,265	\$ 85,064	\$ 87,946	\$ 90,915	\$ 93,973	\$ 97,123	\$ 100,367	\$ 103,708	\$ 107,150	\$ 126,281
Larkspur 3.91%	\$ 2,393,208	\$ 6,082	\$ 90,117	\$ 109,721	\$ 100,678	\$ 89,242	\$ 89,242	\$ 98,387	\$ 101,806	\$ 105,329	\$ 108,957	\$ 112,694	\$ 116,543	\$ 120,507	\$ 124,590	\$ 128,796	\$ 133,128	\$ 137,590	\$ 142,186	\$ 146,920	\$ 151,796	\$ 178,899
Mill Valley 5.57%	\$ 3,416,843	\$ 8,888	\$ 131,700	\$ 160,349	\$ 143,421	\$ 127,129	\$ 127,129	\$ 140,157	\$ 145,028	\$ 150,046	\$ 155,215	\$ 160,538	\$ 166,021	\$ 171,668	\$ 177,485	\$ 183,477	\$ 189,648	\$ 196,005	\$ 202,552	\$ 209,295	\$ 216,241	\$ 254,851
Novato 17.54%	\$ 10,663,003	\$ 25,133	\$ 372,414	\$ 453,427	\$ 451,634	\$ 400,332	\$ 400,332	\$ 441,355	\$ 456,696	\$ 472,497	\$ 488,772	\$ 505,536	\$ 522,802	\$ 540,586	\$ 558,904	\$ 577,771	\$ 597,205	\$ 617,221	\$ 637,838	\$ 659,073	\$ 680,945	\$ 802,528
Ross 1.01%	\$ 626,001	\$ 1,802	\$ 26,695	\$ 32,502	\$ 26,006	\$ 23,052	\$ 23,052	\$ 25,414	\$ 26,298	\$ 27,208	\$ 28,145	\$ 29,110	\$ 30,104	\$ 31,128	\$ 32,183	\$ 33,270	\$ 34,389	\$ 35,541	\$ 36,728	\$ 37,951	\$ 39,211	\$ 46,212
San Anselmo 4.44%	\$ 2,721,739	\$ 7,028	\$ 104,141	\$ 126,795	\$ 114,325	\$ 101,338	\$ 101,338	\$ 111,723	\$ 115,606	\$ 119,606	\$ 123,726	\$ 127,969	\$ 132,340	\$ 136,842	\$ 141,479	\$ 146,255	\$ 151,174	\$ 156,241	\$ 161,460	\$ 166,835	\$ 172,372	\$ 203,148
San Rafael 19.57%	\$ 11,949,180	\$ 29,581	\$ 438,312	\$ 533,660	\$ 503,904	\$ 446,664	\$ 446,664	\$ 492,436	\$ 509,552	\$ 527,182	\$ 545,341	\$ 564,044	\$ 583,309	\$ 603,151	\$ 623,589	\$ 644,640	\$ 666,322	\$ 688,655	\$ 711,658	\$ 735,351	\$ 759,755	\$ 895,409
Sausalito 2.75%	\$ 1,679,645	\$ 4,172	\$ 61,825	\$ 75,274	\$ 70,809	\$ 62,766	\$ 62,766	\$ 69,198	\$ 71,603	\$ 74,080	\$ 76,632	\$ 79,260	\$ 81,967	\$ 84,756	\$ 87,627	\$ 90,586	\$ 93,632	\$ 96,771	\$ 100,003	\$ 103,332	\$ 106,762	\$ 125,824
Tiburon 3.40%	\$ 2,064,134	\$ 4,789	\$ 70,959	\$ 86,396	\$ 87,546	\$ 77,601	\$ 77,601	\$ 85,554	\$ 88,527	\$ 91,590	\$ 94,745	\$ 97,994	\$ 101,341	\$ 104,789	\$ 108,339	\$ 111,997	\$ 115,764	\$ 119,644	\$ 123,640	\$ 127,756	\$ 131,996	\$ 155,564
County 34.61%	\$ 21,035,027	\$ 49,438	\$ 732,550	\$ 891,905	\$ 891,166	\$ 789,936	\$ 789,936	\$ 870,884	\$ 901,155	\$ 932,334	\$ 964,448	\$ 997,525	\$ 1,031,595	\$ 1,066,687	\$ 1,102,832	\$ 1,140,061	\$ 1,178,407	\$ 1,217,903	\$ 1,258,584	\$ 1,300,486	\$ 1,343,644	\$ 1,583,551
Total Expenditures 100%	\$ 60,916,923	\$ 146,968	\$ 2,177,684	\$ 2,651,406	\$ 2,574,881	\$ 2,282,392	\$ 2,282,392	\$ 2,516,279	\$ 2,603,741	\$ 2,693,827	\$ 2,786,616	\$ 2,882,188	\$ 2,980,627	\$ 3,082,020	\$ 3,186,454	\$ 3,294,021	\$ 3,404,816	\$ 3,518,934	\$ 3,636,475	\$ 3,757,543	\$ 3,882,243	\$ 4,575,415

Substrategy 2 Cumulative Balance

\$ -

\$ 342,081

\$ 369,014

\$ 292,489

\$ -

\$ -

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Notes:

1 Amount available after allowable TAM staffing and administration costs are deducted.

2 Estimated annual project management costs of approximately \$100,000 are incurred for Substrategy 1 beginning in FY 2005/06.

3 No project management costs are estimated for Substrategy 2.

4 Distribution based on 50% population share and 50% road miles share, using the most current available data from the California Department of Finance on population and MTC on lane miles. Data will be updated as a part of the Strategic Plan.

Transportation Authority of Marin
Attachment 3-4 -- Strategy 4: School Related Congestion and Safer Access to Schools -- Detail
Revenues and Expenditures
(Programming based)

	Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Revenue Available to Strategy 4	\$ 46,747,784	\$ 406,003	\$ 1,769,643	\$ 1,939,524	\$ 1,696,703	\$ 1,696,703	\$ 1,696,703	\$ 1,890,874	\$ 1,963,484	\$ 2,038,272	\$ 2,115,304	\$ 2,194,647	\$ 2,276,370	\$ 2,360,545	\$ 2,447,245	\$ 2,536,546	\$ 2,628,526	\$ 2,723,266	\$ 2,820,847	\$ 2,921,357	\$ 3,024,881	\$ 3,600,345

3.3% To Substrategy 1																						
Safe Routes to Schools																						
	Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Revenue																						
Prior Year Carryforward			\$ 121,801	\$ 289,848	\$ 578,055	\$ 558,644	\$ 417,655	\$ 276,665	\$ 193,927	\$ 132,973	\$ 94,454	\$ 70,595	\$ 61,979	\$ 69,209	\$ 92,908	\$ 133,718	\$ 192,306	\$ 269,356	\$ 365,579	\$ 481,706	\$ 618,494	\$ 776,725
Strategy 4 Revenue	\$ 14,024,335	\$ 121,801	\$ 530,893	\$ 581,857	\$ 509,011	\$ 509,011	\$ 509,011	\$ 567,262	\$ 589,045	\$ 611,482	\$ 634,591	\$ 658,394	\$ 682,911	\$ 708,163	\$ 734,173	\$ 760,964	\$ 788,558	\$ 816,980	\$ 846,254	\$ 876,407	\$ 907,464	\$ 1,080,103
Total Revenue	\$ 14,024,335	\$ 121,801	\$ 652,694	\$ 871,705	\$ 1,087,066	\$ 1,067,655	\$ 926,665	\$ 843,927	\$ 782,973	\$ 744,454	\$ 729,045	\$ 728,989	\$ 744,890	\$ 777,373	\$ 827,081	\$ 894,682	\$ 980,863	\$ 1,086,336	\$ 1,211,833	\$ 1,358,113	\$ 1,525,959	\$ 1,856,828
Expenditures																						
Substrategy 1	\$ 12,926,480		\$ 362,846	\$ 293,650	\$ 528,422	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 658,450	\$ 667,010	\$ 675,681	\$ 684,465	\$ 693,363	\$ 702,377	\$ 711,507	\$ 720,757	\$ 730,127	\$ 739,619	\$ 749,234	\$ 758,974
Total Expenditures	\$ 12,926,480	\$ -	\$ 362,846	\$ 293,650	\$ 528,422	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 658,450	\$ 667,010	\$ 675,681	\$ 684,465	\$ 693,363	\$ 702,377	\$ 711,507	\$ 720,757	\$ 730,127	\$ 739,619	\$ 749,234	\$ 758,974
Substrategy 1 Cumulative Balance	\$ 1,097,855	\$ 121,801	\$ 289,848	\$ 578,055	\$ 558,644	\$ 417,655	\$ 276,665	\$ 193,927	\$ 132,973	\$ 94,454	\$ 70,595	\$ 61,979	\$ 69,209	\$ 92,908	\$ 133,718	\$ 192,306	\$ 269,356	\$ 365,579	\$ 481,706	\$ 618,494	\$ 776,725	\$ 1,097,855

4.2% To Substrategy 2																						
Crossing Guards																						
	Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Revenue																						
Prior Year Carryforward			\$ 155,019	\$ 785,001	\$ 956,811	\$ 726,451	\$ 632,475	\$ 480,307	\$ 402,276	\$ 188,061	\$ 166,310	\$ 166,310	\$ (12,798)	\$ (12,798)	\$ (12,798)	\$ (208,514)	\$ (208,514)	\$ (208,514)	\$ (422,378)	\$ (422,378)	\$ (422,378)	\$ (656,073)
Strategy 4 Revenue	\$ 17,849,154	\$ 155,019	\$ 675,682	\$ 740,546	\$ 647,832	\$ 647,832	\$ 647,832	\$ 721,970	\$ 749,694	\$ 778,249	\$ 807,661	\$ 837,956	\$ 869,159	\$ 901,299	\$ 934,403	\$ 968,499	\$ 1,003,619	\$ 1,039,792	\$ 1,077,051	\$ 1,115,427	\$ 1,154,955	\$ 1,374,677
Repayment from Strategy 4.3	\$ 208,192					\$ 208,192																
Total Revenue	\$ 18,057,346	\$ 155,019	\$ 830,701	\$ 1,525,547	\$ 1,604,643	\$ 1,582,475	\$ 1,280,307	\$ 1,202,276	\$ 1,151,970	\$ 966,310	\$ 973,972	\$ 1,004,266	\$ 856,362	\$ 888,501	\$ 921,605	\$ 759,986	\$ 795,106	\$ 831,279	\$ 654,673	\$ 693,049	\$ 732,577	\$ 718,604
Expenditures																						
Loan to Strategy 4.3	\$ 208,192				\$ 208,192																	
Substrategy 2 - Data Collection	\$ 1,221,512		\$ 45,700	\$ 19,520	\$ 20,000	\$ 150,000			\$ 163,909			\$ 179,108			\$ 195,716			\$ 213,864			\$ 233,695	\$ -
Substrategy 2 - Contract Guards	\$ 17,283,715			\$ 549,216	\$ 650,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 807,661	\$ 837,956	\$ 869,159	\$ 901,299	\$ 934,403	\$ 968,499	\$ 1,003,619	\$ 1,039,792	\$ 1,077,051	\$ 1,115,427	\$ 1,154,955	\$ 1,374,677
Total Expenditures	\$ 18,713,419	\$ -	\$ 45,700	\$ 568,736	\$ 878,192	\$ 950,000	\$ 800,000	\$ 800,000	\$ 963,909	\$ 800,000	\$ 807,661	\$ 1,017,064	\$ 869,159	\$ 901,299	\$ 1,130,119	\$ 968,499	\$ 1,003,619	\$ 1,253,656	\$ 1,077,051	\$ 1,115,427	\$ 1,388,650	\$ 1,374,677
Substrategy 2 Cumulative Balance	\$ (656,073)	\$ 155,019	\$ 785,001	\$ 956,811	\$ 726,451	\$ 632,475	\$ 480,307	\$ 402,276	\$ 188,061	\$ 166,310	\$ 166,310	\$ (12,798)	\$ (12,798)	\$ (12,798)	\$ (208,514)	\$ (208,514)	\$ (208,514)	\$ (422,378)	\$ (422,378)	\$ (422,378)	\$ (656,073)	\$ (656,073)

3.5% To Substrategy 3																						
Capital Funds for Safe Pathways																						
	Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Revenue																						
Prior Year Carryforward			\$ 129,183	\$ 688,536	\$ 1,170,037	\$ 0	\$ 281,668	\$ -	\$ 551,642	\$ -	\$ 598,541	\$ -	\$ 648,297	\$ -	\$ 701,082	\$ -	\$ 757,083	\$ -	\$ 816,494	\$ -	\$ 879,523	\$ -
Strategy 4 Revenue	\$ 14,874,295	\$ 129,183	\$ 563,068	\$ 617,121	\$ 539,860	\$ 539,860	\$ 539,860	\$ 601,642	\$ 624,745	\$ 648,541	\$ 673,051	\$ 698,297	\$ 724,299	\$ 751,082	\$ 778,669	\$ 807,083	\$ 836,349	\$ 866,494	\$ 897,542	\$ 929,523	\$ 962,462	\$ 1,145,564
Loan from Strategy 4.2	\$ 208,192				\$ 208,192																	
Total Revenue	\$ 15,082,487	\$ 129,183	\$ 692,251	\$ 1,305,657	\$ 1,918,089	\$ 539,860	\$ 821,528	\$ 601,642	\$ 1,176,386	\$ 648,541	\$ 1,271,592	\$ 698,297	\$ 1,372,596	\$ 751,082	\$ 1,479,751	\$ 807,083	\$ 1,593,432	\$ 866,494	\$ 1,714,036	\$ 929,523	\$ 1,841,985	\$ 1,145,564
Expenditures																						
Substrategy 3 - Payment to 4.2	\$ 208,192					\$ 208,192																
Substrategy 3 - Program Development	\$ 1,140,925		\$ 3,715	\$ 135,620	\$ 151,590	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Substrategy 3 - Capital Projects	\$ 13,733,370				\$ 1,766,499	\$ -	\$ 771,528	\$ -	\$ 1,126,386	\$ -	\$ 1,221,592	\$ -	\$ 1,322,596	\$ -	\$ 1,429,751	\$ -	\$ 1,543,432	\$ -	\$ 1,664,036	\$ -	\$ 1,791,985	\$ 1,095,564
Total Expenditures	\$ 15,082,487	\$ -	\$ 3,715	\$ 135,620	\$ 1,918,089	\$ 258,192	\$ 821,528	\$ 50,000	\$ 1,176,386	\$ 50,000	\$ 1,271,592	\$ 50,000	\$ 1,372,596	\$ 50,000	\$ 1,479,751	\$ 50,000	\$ 1,593,432	\$ 50,000	\$ 1,714,036	\$ 50,000	\$ 1,841,985	\$ 1,145,564
Substrategy 3 Cumulative Balance	\$ -	\$ 129,183	\$ 688,536	\$ 1,170,037	\$ 0	\$ 281,668	\$ -	\$ 551,642	\$ -	\$ 598,541	\$ -	\$ 648,297	\$ -	\$ 701,082	\$ -	\$ 757,083	\$ -	\$ 816,494	\$ -	\$ 879,523	\$ -	\$ -

Notes:
1 Amount available after allowable TAM staffing and administration and project management costs are deducted.

2008 STRATEGIC PLAN UPDATE

Appendix 1 – Local Transportation Infrastructure, Major Roads & Related Infrastructure

Candidate Projects for Major Roads

The Expenditure Plan describes the Major Roads sub-strategy as targeting “the most heavily traveled and significant roads and related infrastructure in Marin County.” These are roads of countywide significance that may cross jurisdictional boundaries. The Expenditure Plan lists the following roadways, which were identified as “priority candidates” for funding under this sub-strategy:

- Atherton Avenue/San Marin Boulevard
- Novato Boulevard/South Novato Boulevard
- D Street/Wolfe Grade
- Las Gallinas Avenue/Los Ranchitos Road/Lincoln Avenue
- North San Pedro Avenue to the China Camp State Park Boundary or Sunny Oaks Drive
- Point San Pedro Avenue to the China Camp State Park Boundary or Biscayne Drive
- Red Hill Avenue/4th Street/2nd and 3rd Streets
- Andersen Drive
- Magnolia Avenue/Corte Madera Avenue/Camino Alto
- Redwood Avenue/Tamalpais Drive/Madera Boulevard/Tamal Vista Boulevard/Fifer Avenue/Lucky Drive/Doherty Drive
- Sir Francis Drake Boulevard from Interstate 580 to Platform Bridge
- Bridgeway Corridor (Bridgeway/Richardson Street/2nd Street/South Street/Alexander Avenue)
- Paradise Drive
- E. Blithedale Avenue
- Miller Avenue/Almonte Boulevard

Funding Allocations for Major Infrastructure Projects

Planning Area	Current Distribution (Based on 50% Population & 50% Road Miles)
Northern Marin	19.9%
Central Marin	25.4%
Ross Valley	21.6%
Southern Marin	20.0%
West Marin	13.1%
TOTAL	100.0%

Project Prioritization Criteria for Major Roads Projects

PERFORMANCE CRITERIA

The following performance criteria are contained in the Sales Tax Expenditure Plan on Page 18 to be used to prioritize major road projects. The projects implement the strategy to: Maintain, improve, and manage Marin County's local transportation infrastructure, including roads, bikeways, sidewalks, and pathways. This strategy is one of four focusing on the goal of the expenditure plan: Improve mobility and reduce local congestion for everyone who lives or works in Marin County by providing a variety of high quality transportation options designed to meet local needs.

Definitions of the performance criteria are provided below. A sample scoring application of the criteria follows each performance criteria definition, with a uniform scoring range used for each of the performance criteria (a weighting of the criteria is not reflected at this level of analysis).

Pavement Condition Index. The Pavement Condition Index (PCI) is a numerical rating of the pavement condition that ranges from 0 to 100, with 0 being the worst possible condition and 100 being the best possible condition. The PCI method was developed by the Construction Engineering Research Laboratory of the U.S. Army Corps of Engineers. This method can be used on both asphalt surfaced and jointed Portland cement concrete (PCC) pavements. For a roadway segment with subsegments in the Pavement Management System with different PCI's, calculate a weighted average over the entire segment length. *The lower the PCI, the higher a roadway segment would be scored.*

PCI rating	Base	TAC	MPWA
≤ 25	10	38	40
26-50	7	30	30
51-75	4	20	20
≥ 76	1	10	10

Average Daily Traffic. The total traffic volume during a given period (from 1 to 365 days) divided by the number of days in that period. Current ADT volumes can be determined by continuous traffic counts or periodic counts. Where only periodic traffic counts are taken, ADT volume can be established by applying correction factors such as for season or day of week. For roadways having traffic in two directions, the ADT includes traffic in both directions unless specified otherwise. *Corridors with higher ADTs would score higher.*

ADT rating	Base	TAC	MPWA
≥ 25,000	10	20	25
15- 25,000	5	10	20
≤ 15,000	0	0	15

Transit Frequency. Transit frequency is a measure of availability of fixed route public transit to the public. As an objective measure, the average daily (AD) bus seat trips can be used as a

performance measure. Corridors with higher bus seat trips will score higher in this performance measure.

AD Transit	Base	TAC	MPWA
H => 3,000	10	12	5
M = 1,000-3,000	5	6	2.5
L =<1000	0	0	0

Note: Numeric values can be added to the AD transit (or Transit frequency) once data is obtained for the roadway segments.

Bicycle and Pedestrian Activity. Bicycle and pedestrian activity can be measured by determining if the roadway includes an existing pedestrian facility and/or bicycle facility or if a pedestrian and/or bicycle facility is planned in the community's adopted Bicycle Master Plan. Roadways with existing pedestrian and/or bicycle facilities would be scored higher, planned facilities next, and no adopted pedestrian and/or bicycle facilities lowest.

Bike/Ped	Base	TAC	MPWA
Existing pedestrian and/or bicycle facility	10	13	5
Planned pedestrian and/or bicycle facility	5	6.5	2.5
No planned pedestrian and/or bicycle facility	0	0	0

School Access. School access can be measured by the number of designated school zones included in the roadway segment.

School zones	Base	TAC	MPWA
Two or greater	10	10	5
One zone	5	5	2.5
No zones	0	0	0

Accident History. Accident history is a measurement of accidents for a certain volume of traffic. A typical measurement would be the gross number of accidents (one year period) divided by the ADT (using the Traffic Safety Manual formula). The CHP report (SWTTRS) could be used as a source of accident data.

Accident rate	Base	TAC	MPWA
High 7.5 - 10	10	7	5
Medium 2.5 – 7.5	5	3.5	2.5
Low 0 – 2.5	0	0	0

Note: Numeric values for high, medium and low can be added to the accident rate once data is obtained for the roadway segments.

Phase 2

Two of the performance criteria are recommended for use in a second phase of the project prioritization. These performance criteria would be used when more information is available regarding projects and will be used to refine the project prioritization:

Opportunities for Matching Funds. Measure A provides a limited amount of funding for projects in Marin County. By obtaining matching funds, a project could be implemented with fewer Marin County tax dollars, freeing those dollars to be used on other projects. *The roadway segments that have the ability to attract matching funds would score higher.*

Geographic Equity. The Expenditure Plan (Figure 2, page 18) identifies funding allocations for Major Infrastructure Projects by Planning Area. The allocations are based on population and road miles and will be reviewed at the start of the tax and adjusted to reflect the most current information on that date. The distribution will also be balanced every six years. *The available funding determined by the allocation formulas will determine prioritization.* In addition, within each planning area, the distribution of projects can be evaluated under this performance criterion.

Other Definitions

Pavement Management System (PMS). The PMS data provides an “indicator” of the relative cost of the individual projects.

Project Sponsor. Several project segments cross jurisdictional boundaries. The Public Works Directors have agreed that a project sponsor will implement the project regardless of the jurisdiction.

Major Roadway Projects Data Table

Planning Area	Lead Agency	Segment Number	Name of Roadway		Length (miles)	Pavement Condition Index		Evaluation		Average Daily Traffic	Evaluation		Transit Frequency (*)	Evaluation	
								TAC	MPWA		TAC	MPWA		TAC	MPWA
Northern Marin	Novato	N1	Novato Blvd.	Diablo Ave. - San Marin Dr.	2.6	50	30	30	13,308	0	15	1,825	6	2.5	
	Marin County	N2	Novato Blvd.	San Marin Dr. - Pt. Reyes/Petaluma	6.81	53	20	20	3,220	0	15	0	0	0	
	Novato	N3	South Novato Blvd.	US 101 - De Long Ave/Diablo Blvd	2.5	81	10	10	15,692	10	20	2,724	6	2.5	
	Novato	N4	San Marin Dr.	Novato Blvd. - US 101	2.8	60	20	20	15,202	10	20	1,906	6	2.5	
	Marin County	N5	Atherton Ave.	US 101 - SR 37	3.1	71	20	20	8,000	0	15	0			
Central Marin	San Rafael	C1	4th Street	Red Hill Ave. - Grand Ave.	1.95	73	20	20	48,000	20	25	3,316	12	5	
	San Rafael	C2	3rd Street	2nd Street - Grand Ave.	1.35	69	20	20	31,200	20	25	0	0	0	
	San Rafael	C3	2nd Street	4th Street - Grand Ave	1.35	96	10	10	64,200	20	25	0	0	0	
	Marin County	C4	Las Gallinas/Los Ranchitos/Lincoln	Lucas Valley Rd. - 2nd Street	4.73	81	10	10	26,022	20	25	2,289	6	2.5	
	Marin County	C5	Las Gallinas Ave.	Lucas Valley Rd. - US 101	0.5	80	10	10	5,000	0	15	0	0	0	
	San Rafael	C6	Andersen Dr.	A Street - Sir Francis Drake Blvd.	2.5	86	10	10	28,700	20	25	3,570	12	5	
	San Rafael	C7	D Street	5th Ave - City Limit	1	86	10	10	19,100	10	20	0	0	0	
	Marin County	C8	N San Pedro Rd.	Los Ranchitos -Sunny Oaks Dr.	2.25	61	20	20	13,991	0	15	914	0	0	
	San Rafael	C9	Pt. San Pedro Rd.	3rd St/ Grand Ave - Biscayne Dr/ City Limit	4	65	20	20	21,800	10	20	0	0	0	
Southern Marin	Marin County	S1	Paradise Dr.	Tamalpais Dr. - Trestle Glen Blvd.	3.57	42	30	30	2,200	0	15	0	0	0	
	Tiburon	S2	Paradise Dr.	Trestle Glen Blvd. - Tiburon Blvd.	5.26	47	30	30	2,000	0	15	2,000	6	2.5	
	Marin County	S3	Almonte Blvd./ Miller Ave.	Shoreline Hwy - Camino Alto	0.94	72	20	20	25,000	10	20	2,665	6	2.5	
	Mill Valley	S4	Miller Ave.	Camino Alto - Throckmorton Ave.	1.35	51	30	30	20,122	10	20	2,665	6	2.5	
	Mill Valley	S5	E. Blithedale Ave.	Sunnyside Ave. - Tiburon Blvd.	1.70	66	20	20	23,088	10	20	2,665	6	2.5	
	Sausalito	S6	Bridgeway/ 2nd St/ S. Alexander Ave.	US 101 - Ft. Baker Rd.	2.97	94	10	10	11,000	0	15	3,469	6	5	
Ross Valley	Marin County	R1	East Sir Francis Drake Blvd.	I-580 - US 101	1.46	76	10	10	31,000	20	25	1,831	6	2.5	
	Marin County	R2	Sir Francis Drake Blvd.	US 101 - Wolfe Grade	1.42	50	30	30	59,000	20	25	3,130	12	5	
	Marin County	R3	Sir Francis Drake Blvd.	Wolfe Grade - Ross Limit	1	47	30	30	34,500	20	25	4,085	12	5	
	Ross	R4	Sir Francis Drake Blvd.	Ross Limit - Bolinas Ave.	1	63	20	20	18,000	10	20	4,085	12	5	
	San Anselmo	R5	Sir Francis Drake Blvd.	Bolinas Ave. - Butterfield Road	1.4	68	20	20	34,700	20	25	4,085	12	5	
	Fairfax	R6a	Sir Francis Drake Blvd.	Butterfield Rd. - Co. Limit	2.1	79	10	10	18,900	10	20	3,385	12	5	
	San Anselmo	R6b	Red Hill	SFD Blvd - San Rafael Limit	0.55	77	10	10	21,800	10	20	3,316	12	5	
	Marin County	R6c	Wolf Grade	SRD Blvd - San Rafael Limit	0.6	100	10	10	12,000	0	15	0	0	0	
	Larkspur	R7	Magnolia/Corte Madera Ave/Camino Alto	College Ave - Corte Madera Limit	1.9	85	10	10	10,895	0	15	2,055	6	2.5	
	Corte Madera	R8	Tamaplais Dr.	Corte Madera Ave - Madera Blvd.	0.7	69	20	20	29,333	20	25	1,591	6	2.5	
	Corte Madera	R9	Tamal Vista Blvd. / Madera Blvd.	Fifer Ave. - Tamalpais Dr.	0.9	62	20	20	20,000	10	20	702	0	0	
	Corte Madera	R10	Lucky Dr.	Riviera Cir - SF Bay Trail	0.4	71	20	20	11,000	0	15	702	0	0	
	Corte Madera	R11	Fifer Ave.	Lucky Dr. - Nellen Ave.	0.15	67	20	20	11,604	0	15	702	0	0	
Larkspur	R12	Doherty Dr.	Magnolia Ave. - Riviera Cir.	0.9	53	20	20	11,548	0	15	583	0	0		
Corte Madera	R13	Paradise Dr.	San Clemente - Tiburon Town limit	1.7	72	20	20	21084	10	20	86	0	0		
Western Marin	Marin County	W1	Sir Francis Drake Blvd.	Fairfax Limit - Samuel P. Taylor (Shafter Bridge)	6.68	62	20	20	9,000	0	15	131	0	0	
	Marin County	W2	Sir Francis Drake Blvd.	Samuel P. Taylor - Platform Bridge	5.24	30	30	30	3,000	0	15	0	0	0	

Notes:

(*) - If segment included several seat/day numbers, the highest was used.

(**) - Bike / Pedestrian Facilities: E = Existing, P = Planned, N = None

Major Roadway Projects Data Table

Planning Area	Lead Agency	Segment Number	Name of Roadway		Bicycle and Pedestian Activity (**)	Evaluation			School Access	Evaluation			Accident RATE	Evaluation		Totals		Ra
						TAC	MPWA	TAC		MPWA	TAC	MPWA		TAC	MPWA	TAC		
Northern Marin	Novato	N1	Novato Blvd.	Diablo Ave. - San Marin Dr.	E/E	2	13	5	1	3.5	2.5	1.40	0	0	53	65	1	
	Marin County	N2	Novato Blvd.	San Marin Dr. - Pt. Reyes/Petaluma	E/N	2	13	5	2	7	5	3.27	3.5	2.5	44	56	4	
	Novato	N3	South Novato Blvd.	US 101 - De Long Ave/Diablo Blvd	E/E	2	13	5	2	7	5	2.80	3.5	2.5	50	53	3	
	Novato	N4	San Marin Dr.	Novato Blvd. - US 101	E/E	2	13	5	1	3.5	2.5	1.03	0	0	53	59	1	
	Marin County	N5	Atherton Ave.	US 101 - SR 37	E/E	2	13	5	0	0	0	0.75	0	0	33	47	5	
Central Marin	San Rafael	C1	4th Street	Red Hill Ave. - Grand Ave.	P/E	2	13	5	0	0	0	2.40	0	0	65	65	1	
	San Rafael	C2	3rd Street	2nd Street - Grand Ave.	P/E	2	13	5	1	3.5	2.5	6.89	3.5	2.5	60	65	2	
	San Rafael	C3	2nd Street	4th Street - Grand Ave	N/E	2	13	5	0	0	0	3.29	3.5	2.5	47	50	5	
	Marin County	C4	Las Gallinas/Los Ranchitos/Lincoln	Lucas Valley Rd. - 2nd Street	E/E	2	13	5	2	7	5	5.17	3.5	2.5	60	59	2	
	Marin County	C5	Las Gallinas Ave.	Lucas Valley Rd. - US 101	N/E	2	13	5	1	3.5	2.5	1.75	0	0	27	38	9	
	San Rafael	C6	Andersen Dr.	A Street - Sir Francis Drake Blvd.	E/E	2	13	5	0	0	0	1.60	0	0	55	53	4	
	San Rafael	C7	D Street	5th Ave - City Limit	P/E	2	13	5	0	0	0	5.59	3.5	2.5	37	44	8	
	Marin County	C8	N San Pedro Rd.	Los Ranchitos -Sunny Oaks Dr.	P/E	2	13	5	2	7	5	0.83	0	0	40	53	7	
	San Rafael	C9	Pt. San Pedro Rd.	3rd St/ Grand Ave - Biscayne Dr/ City Limit	P/E	2	13	5	1	3.5	2.5	0.31	0	0	47	56	5	
Southern Marin	Marin County	S1	Paradise Dr.	Tamalpais Dr. - Trestle Glen Blvd.	P/N	1	6.5	2.5	1	3.5	2.5	2.67	3.5	2.5	44	62	4	
	Tiburon	S2	Paradise Dr.	Trestle Glen Blvd. - Tiburon Blvd.	P/N	1	6.5	2.5	0	0	0	1.23	0	0	43	59	5	
	Marin County	S3	Almonte Blvd./ Miller Ave.	Shoreline Hwy - Camino Alto	E/N	2	13	5	0	0	0	3.49	3.5	2.5	53	59	3	
	Mill Valley	S4	Miller Ave.	Camino Alto - Throckmorton Ave.	E/E	2	13	5	2	7	5	4.80	3.5	2.5	70	76	1	
	Mill Valley	S5	E. Blithedale Ave.	Sunnyside Ave. - Tiburon Blvd.	N/E	2	13	5	2	7	5	5.01	3.5	2.5	60	65	2	
	Sausalito	S6	Bridgeway/ 2nd St/ S. Alexander Ave.	US 101 - Ft. Baker Rd.	E/E	2	13	5	0	0	0	3.28	3.5	2.5	33	44	6	
Ross Valley	Marin County	R1	East Sir Francis Drake Blvd.	I-580 - US 101	E/E	2	13	5	1	3.5	2.5	0.68	0	0	53	53	5	
	Marin County	R2	Sir Francis Drake Blvd.	US 101 - Wolfe Grade	P/E	2	13	5	0	0	0	1.18	0	0	75	76	1	
	Marin County	R3	Sir Francis Drake Blvd.	Wolfe Grade - Ross Limit	P/E	2	13	5	0	0	0	0.00	0	0	75	76	1	
	Ross	R4	Sir Francis Drake Blvd.	Ross Limit - Bolinas Ave.	P/N	1	6.5	2.5	0	0	0	1.83	0	0	49	56	8	
	San Anselmo	R5	Sir Francis Drake Blvd.	Bolinas Ave. - Butterfield Road	E/E	2	13	5	1	3.5	2.5	3.38	3.5	2.5	72	71	3	
	Fairfax	R6a	Sir Francis Drake Blvd.	Butterfield Rd. - Co. Limit	E/E	2	13	5	2	7	5	1.24	0	0	52	53	6	
	San Anselmo	R6b	Red Hill	SFD Blvd - San Rafael Limit	N/E	2	13	5	0	0	0	4.57	3.5	2.5	49	50	8	
	Marin County	R6c	Wolf Grade	SRD Blvd - San Rafael Limit	E/E	2	13	5	0	0	0	1.73	0	0	23	35	15	
	Larkspur	R7	Magnolia/Corte Madera Ave/Camino Alto	College Ave - Corte Madera Limit	E/E	2	13	5	1	3.5	2.5	2.65	3.5	2.5	36	44	12	
	Corte Madera	R8	Tamalpais Dr.	Corte Madera Ave - Madera Blvd.	P/E	2	13	5	1	3.5	2.5	3.47	3.5	2.5	66	68	4	
	Corte Madera	R9	Tamal Vista Blvd. / Madera Blvd.	Fifer Ave. - Tamalpais Dr.	E/E	2	13	5	0	0	0	1.37	0	0	43	53	10	
	Corte Madera	R10	Lucky Dr.	Riviera Cir - SF Bay Trail	P/N	1	6.5	2.5	1	3.5	2.5	0.62	0	0	30	47	13	
	Corte Madera	R11	Fifer Ave.	Lucky Dr. - Nellen Ave.	P/N	1	6.5	2.5	0	0	0	4.72	3.5	2.5	30	47	13	
Larkspur	R12	Doherty Dr.	Magnolia Ave. - Riviera Cir.	E/E	2	13	5	2	7	5	1.58	0	0	40	53	11		
Corte Madera	R13	Paradise Dr.	San Clemente - Tiburon Town limit	E/E	2	13	5	3	7	5	1.07	0	0	50	59	7		
Western Marin	Marin County	W1	Sir Francis Drake Blvd.	Fairfax Limit - Samuel P. Taylor (Shafter Bridge)	P/N	1	6.5	2.5	1	3.5	2.5	0.77	0	0	30	47	2	
	Marin County	W2	Sir Francis Drake Blvd.	Samuel P. Taylor - Platform Bridge	E/N	2	13	5	0	0	0	1.18	0	0	43	59	1	

Notes:

(*) - If segment included several seat/day numbers, the highest was used.

(**) - Bike / Pedestrian Facilities: E = Existing, P = Planned, N = None

Major Roadway Projects Data Table

Planning Area	Lead Agency	Segment Number	Name of Roadway		nk
					MPWA
Northern Marin	Novato	N1	Novato Blvd.	Diablo Ave. - San Marin Dr.	1
	Marin County	N2	Novato Blvd.	San Marin Dr. - Pt. Reyes/Petaluma	3
	Novato	N3	South Novato Blvd.	US 101 - De Long Ave/Diablo Blvd	4
	Novato	N4	San Marin Dr.	Novato Blvd. - US 101	2
	Marin County	N5	Atherton Ave.	US 101 - SR 37	5
Central Marin	San Rafael	C1	4th Street	Red Hill Ave. - Grand Ave.	1
	San Rafael	C2	3rd Street	2nd Street - Grand Ave.	1
	San Rafael	C3	2nd Street	4th Street - Grand Ave	7
	Marin County	C4	Las Gallinas/Los Ranchitos/Lincoln	Lucas Valley Rd. - 2nd Street	3
	Marin County	C5	Las Gallinas Ave.	Lucas Valley Rd. - US 101	9
	San Rafael	C6	Andersen Dr.	A Street - Sir Francis Drake Blvd.	5
	San Rafael	C7	D Street	5th Ave - City Limit	8
	Marin County	C8	N San Pedro Rd.	Los Ranchitos - Sunny Oaks Dr.	5
	San Rafael	C9	Pt. San Pedro Rd.	3rd St/ Grand Ave - Biscayne Dr/ City Limit	4
Southern Marin	Marin County	S1	Paradise Dr.	Tamalpais Dr. - Trestle Glen Blvd.	3
	Tiburon	S2	Paradise Dr.	Trestle Glen Blvd. - Tiburon Blvd.	4
	Marin County	S3	Almonte Blvd./ Miller Ave.	Shoreline Hwy - Camino Alto	4
	Mill Valley	S4	Miller Ave.	Camino Alto - Throckmorton Ave.	1
	Mill Valley	S5	E. Blithedale Ave.	Sunnyside Ave. - Tiburon Blvd.	2
	Sausalito	S6	Bridgeway/ 2nd St/ S. Alexander Ave.	US 101 - Ft. Baker Rd.	6
Ross Valley	Marin County	R1	East Sir Francis Drake Blvd.	I-580 - US 101	7
	Marin County	R2	Sir Francis Drake Blvd.	US 101 - Wolfe Grade	1
	Marin County	R3	Sir Francis Drake Blvd.	Wolfe Grade - Ross Limit	1
	Ross	R4	Sir Francis Drake Blvd.	Ross Limit - Bolinas Ave.	6
	San Anselmo	R5	Sir Francis Drake Blvd.	Bolinas Ave. - Butterfield Road	3
	Fairfax	R6a	Sir Francis Drake Blvd.	Butterfield Rd. - Co. Limit	7
	San Anselmo	R6b	Red Hill	SFD Blvd - San Rafael Limit	11
	Marin County	R6c	Wolf Grade	SRD Blvd - San Rafael Limit	15
	Larkspur	R7	Magnolia/Corte Madera Ave/Camino Alto	College Ave - Corte Madera Limit	14
	Corte Madera	R8	Tamaplais Dr.	Corte Madera Ave - Madera Blvd.	4
	Corte Madera	R9	Tamal Vista Blvd. / Madera Blvd.	Fifer Ave. - Tamalpais Dr.	7
	Corte Madera	R10	Lucky Dr.	Riviera Cir - SF Bay Trail	12
	Corte Madera	R11	Fifer Ave.	Lucky Dr. - Nellen Ave.	12
Western Marin	Larkspur	R12	Doherty Dr.	Magnolia Ave. - Riviera Cir.	7
	Corte Madera	R13	Paradise Dr.	San Clemente - Tiburon Town limit	5
Western Marin	Marin County	W1	Sir Francis Drake Blvd.	Fairfax Limit - Samuel P. Taylor (Shafter Bridge)	2
	Marin County	W2	Sir Francis Drake Blvd.	Samuel P. Taylor - Platform Bridge	1

Notes:

(*) - If segment included several seat/day numbers, the highest was used.

(**) - Bike / Pedestrian Facilities: E = Existing, P = Planned, N = None

2008 STRATEGIC PLAN UPDATE

Appendix 2 – Local Transportation Infrastructure – Funding Allocations by Community

Funding Allocations for Local Infrastructure Projects by Community

Agency	2008 % of Total
Belvedere	1.02%
Corte Madera	3.42%
Fairfax	2.76%
Larkspur	3.91%
Mill Valley	5.57%
Novato	17.54%
Ross	1.01%
San Anselmo	4.44%
San Rafael	19.57%
Sausalito	2.75%
Tiburon	3.40%
County	34.61%
TOTAL:	100.00%

2008 STRATEGIC PLAN UPDATE

Appendix 3 – Safer Access to Schools

Table 1a. Crossing Guard Location Evaluation Criteria (Locations Currently w/ Crossing Guards)

Transportation Authority of Marin - 2006

	Location		Period	Uncontrolled				Stop Signs			Signal Controlled		ADT	Expenditure Plan
	Street - City	School District		Urban >350 VT/h	>40 ped	Rural >300 VT/H	>30 ped	>= 4 lanes	>500 VT/H	>= 40 Ped	>= 40 Ped	Turning >300/hr		
1	SFD Blvd & Laurel Grove Ave Kentfield	KENTFIELD	AM PM					8 8			84 45	2600 2633	35,252	SFD Blvd
2	SFD Blvd & College Ave Kentfield	KENTFIELD	AM PM					9 9			34 9	2585 2587	27,974	SFD Blvd
3	College Ave & Woodland Ave Kentfield	KENTFIELD	AM PM					8 8	1407 1409	59 29			12,346	SFD Blvd
4	N Side of SFD & Meadow Way San Geronimo	LAGUNITAS	AM PM			587 467	17 8	4 4					5,820	SFD Blvd
5	Hickory Ave near Mohawk Corte Madera	LARKSPUR	AM PM	134 75	190 49			2 2					285	
6	Corte Madera & Tamalpais Dr Corte Madera	LARKSPUR	AM PM					6 6	1292 1347	73 23			12,655	
7	Mohawk, in front of Neil Cummins School Corte Madera	LARKSPUR	AM PM	386 171	255 41			2 2					2,308	
8	Tam Racket Club & Doherty Rd Larkspur	LARKSPUR	AM PM	1096 705	67 98			3 3					11,548	
9	Tamalpais Dr & Eastman Ave Corte Madera	LARKSPUR	AM PM					9 9			27 50	2075 2192	16,987	
10	E. Strawberry Dr. & Strawberry School Marin County	MVSD	AM PM	482 465	126 78			3 3					4,091	
11	Throckmorton Ave & Old Mill St Mill Valley	MVSD	AM PM					4 4	665 551	122 98			8,745	
12	Melrose Ave & Evergreen Ave Mill Valley/Homestead Valley	MVSD	AM PM	95 97	50 50			3 3					1,820	
13	Harvard Ave. Mill Valley	Mt Tam School (Pvt)	AM PM					3 3	243 171	2 3			1,085	
14	Center Road & Wilson Ave Novato	NUSD	AM PM					8 8	1118 1152	69 56			8,754	Center Rd
15	Center Road & Leland Dr Novato	NUSD	AM PM	691 548	323 259			4 4					6,021	Center Rd
16	S Novato Blvd & Sunset Pkwy Novato	NUSD	AM PM					9 9			40 31	1830 1071	11,763	
17	Olive Ave & Summers Ave Novato	NUSD	AM PM	401 356	25 23			3 3					4,316	
18	Sutro Ave & Dominic Dr Novato	NUSD	AM PM	714 804	51 43			3 3					4,313	
19	Arthur & Cambridge St Novato	NUSD	AM PM					4 4	986 804	94 162			6,675	
20	S Novato Blvd & Yukon Way Novato	NUSD	AM PM					8 8			40 53	1754 1658	11,700	
21	San Marin Dr & San Ramon Way Novato	NUSD	AM PM					6 6	900 1141	46 60			2,200	
22	San Ramon Way & San Benito Way Novato	NUSD	AM PM					3 3	252 236	202 182			2,171	
23	Karen Way entrance to school Tiburon	REED	AM PM	196 173	90 133			3 3					1,118	
24	Blackfield Dr & Tiburon Blvd Tiburon	REED	AM PM					11 11			16 51	2954 2945	33,745	Tiburon Blvd
25	Avenida Mireflores & Tiburon Blvd Tiburon	REED	AM PM					8 8			65 106	2109 2179	22,465	Tiburon Blvd
26	Tiburon Blvd & Lyford Dr Tiburon	REED	AM PM					6 6			72 29	1323 1366	15,432	Tiburon Blvd
27	Lagunitas & Allen Avenue Ross	ROSS	AM PM					4 4	678 584	199 178			2,565	SFD Blvd
28	Ross Common & Lagunitas Ross	ROSS	AM PM	818 860	100 64			3 3					6,090	SFD Blvd
29	Lagunitas & SDF Blvd Ross	ROSS	AM PM					7 7			53 27	2060 2162	22,484	SFD Blvd
30	Ross at Kensington San Anselmo	ROSS VAL	AM PM					4 4	251 149	82 77			1,986	SFD Blvd
31	Green Valley Court & Butterfield Sleepy Hollow	ROSS VAL	AM PM	717 568	128 18			3 3					5,366	Butterfield Rd
32	Oak Manor & SFD Blvd Fairfax	ROSS VAL	AM PM					5 5			173 82	1560 1272	14,649	
33a	Butterfield Rd & SFD Blvd San Anselmo	ROSS VAL	AM PM					6 6			18 30	2234 1989	21,574	SFD Blvd
33b	Butterfield Rd in front of School San Anselmo	ROSS VAL	AM PM	1027 905	35 31			3 3					6,000	
34	W Castlewood Dr & Knight Dr San Rafael	SRES	AM PM					4 4	566 472	104 112			3,239	
35	Fifth Ave & River Oaks Dr San Rafael	SRES	AM PM					3 3	187 140	216 148			770	
36	117 N San Pedro Road (in front of school) San Rafael	SRES	AM PM	996 1216	39 15			4 4					15,327	
37	Happy Lane & Fifth Ave San Rafael	SRES	AM PM	457 374	92 45			3 3					1,882	
38	Front of school Bolinas	BOLINAS	AM PM			214 214	21 28	2 2					2,665	

Table 1b. Crossing Guard Location Evaluation Criteria (Locations Requesting Crossing Guards)

Transportation Authority of Marin - 2006

	Location		Period	Uncontrolled				Stop Signs			Signal Controlled		ADT	Expenditure Plan
	Street - City	School District		Urban >350 VT/h	>40 ped	Rural >300 VT/H	>30 ped	>= 4 lanes	>500 VT/H	>= 40 Ped	>= 40 Ped	Turning >300/hr		
1	Las Gallinas and Miller Creek Rd Marin Wood	DIXIE	AM PM					11 11	1287 611	57 46			7,234	
2	Arias Street & Nova Albion Way San Rafael	DIXIE	AM PM					3 3	1068 1141	104 99			1,813	
3	Nova Albion Way (@ Vallecito School) San Rafael	DIXIE	AM PM	982 808	85 88			3 3					9,651	
4	College Ave at Stadium Way Kentfield	KENTFIELD	AM PM					5 5			108 349	1185 1305	8,901	SFD Blvd
5	Magnolia Ave & King St. Larkspur	LARKSPUR	AM PM					4 4	1147 1174	133 171			8,901	
6	East Blithedale and Lomita Ave Mill Valley	MVSD	AM PM					11 11			105 72	3238 3581	36,923	E. Blithedale
7	Camino Alto and Sycamore Ave. Mill Valley	MVSD	AM PM					10 10			125 196	1211 2050	21,654	Camino Alto, Miller, E. Blithedale
8	East Blithedale and Elm Ave. Mill Valley	MVSD	AM PM	1292 1337	6 9			3 3					16,830	E. Blithedale
9	Ricardo Road & E. Strawberry Dr. Marin County	MVSD	AM PM	362 332	8 0			3 3					4,000	
10	Gibson & Shoreline Homestead Valley/Marin City	MVSD	AM PM	1661 1486	19 20			4 4					14,764	
11	Montford Ave & Melrose Ave Mill Valley/Homestead Valley	MVSD	AM PM					3 3	134 101	66 54			1,816	
12	One Main Gate Road (@school) Novato	NUSD	AM PM	676 490	28 25			3 3					7,491	
13	Diablo Ave between Hill and Center Novato	NUSD	AM PM	455 579	68 55			3 3					6,768	Diablo Ave
14	Alameda Loma & Calla Mesa Novato	NUSD	AM PM					4 4	593 280	97 68			2,064	
15	Sunset Pkwy & Ignacio Blvd Novato	NUSD	AM PM					7 7	1899 1183	15 32			6,841	Ignacio Blvd
16	Paladini & Vineyard (@ school) Novato	NUSD	AM PM					4 4	520 348	171 149			3,000	Vineyard Rd
17	Wilson & Vineyard Novato	NUSD	AM PM	673 661	33 50			3 3					2,350	Vineyard Rd
18	Wilson Ave @ X-walk to field Novato	NUSD	AM PM	364 416	20 16			3 3					2,311	Vineyard Rd
19	Trestle Glen & Tiburon Blvd	REED	AM PM					5 5			42 19	3293 3210	27,129	Tiburon Blvd
20	Bolinas & SFD Blvd	ROSS	AM PM					8 8			31 25	1713 1860	17,321	SFD Blvd
21	Woodland at back entrance of school	ROSS VAL	AM PM	106 71	26 8			2 2					1,017	SFD Blvd
22	Miranda & SFD Blvd Fairfax	ROSS VAL	AM PM	1958 1900	21 32			5 5					16,424	SFD Blvd
23	Knight Dr & Ashwood Ct San Rafael	SRES	AM PM	419 495	30 39			3 3					4,640	
24	Woodland Ave & Eva San Rafael	SRES	AM PM					3 3	697 480	22 22			4,195	
25	Woodland Ave & Siebel San Rafael	SRES	AM PM	434 379	96 13			3 3					4,200	
26	Woodland Ave & Lovell Ave San Rafael	SRES	AM PM	575 345	21 12			3 3					3,463	
27	Kerner Blvd & Canal St San Rafael	SRES	AM PM					4 4	273 283	128 83			3,215	
28	Bellam Blvd & Francisco Blvd East San Rafael	SRES	AM PM					13 13			20 / 173* 12 / 65	3829 3818	26,627	
29	Bellam Blvd @ I-580 on ramp San Rafael	SRES	AM PM					10 10			20 / 160* 12 / 123	3144 3146	26,630	
30	Bellam Blvd @ I-580 off ramp San Rafael	SRES	AM PM					10 10			20 / 201* 12 / 88	3003 3725	26,630	
31	Racquet Club Dr & Fifth Ave San Rafael	SRES	AM PM					3 3	597 459	15 8			1,990	
32	Olema-Bolinas Rd & Mesa Bolinas	BOLINAS	AM PM					4 4	255 272	1 7			2,732	
33	180 N. San Pedro Santa Venetia	SRES	AM PM	1109 992	38 10			3 3					15,300	

PHA Transportation Consultants - data collected between end of September and beginning of November 2005

January 19, 2006

* school pedestrians (estimated) / total pedestrians

**Summary Data
Crossing Guard Survey
March 2006**

Appendix 3.b

No.	School District	School Name	Repl'd	Enrollment	Have Guards	Need Guards	Guard Type	EP Priority
1	Bolinas-Stinson Union	Bolinas Campus (3-8)						
2		Stinson Beach Campus (K-2)						
3	Dixie	Dixie (K-5)	•	365	No	Yes		
4		Don Timoteo (Leased)						
5		Lucas Valley (Leased)						
6		Mary E. Silveria (K-5)	•	370	No	No	n/a	
7		Miller Creek Middle (6-8)	•	670	No	Yes	n/a	
8		Nova Albion (DO & Leased)						
9		Santa Margarita (Leased)						
10		Vallecito (K-5)	•	350	No	Yes		Nova Albion Way
11	Kentfield	Anthony G. Bacich (K-4)	•	470	Yes	No	P/V	Sir Francis Drake Blvd
12		Kent Middle (6-8)	•	520	No	Yes	n/a	Sir Francis Drake Blvd
13	Laguna Joint	Laguna Joint (K-6)						
14	Lagunitas	Lagunitas (K-8)	•	208	Yes	No	P	
15		San Geronimo Valley (K-6)	•	108	Yes	No	P	
16	Larkspur	Hall Middle (6-8)	•	330	Yes	No	P	
17		Larkspur-Corte Madera (Leased)						
18		Neil Cummins (K-5)	•	407	Yes	No	P	
19		San Clemente (Leased)						
20		Redwood High School						
21	Lincoln	Lincoln (K-6)						
22	Mill Valley	Edna Maguire (K-5)	•	340	No	Yes		Camino Alto
23		Homestead (Leased)						
24		Mill Valley Middle (6-8)	•	740	No	Yes		Camino Alto
25		Old Mill (K-5)	•	290	Yes	No	P	
26		Park (K-5)						E Blithedale
27		Strawberry Point (K-5)	•	300	Yes	Yes	P	Tiburon Blvd
28		Tamalpais Valley (K-5)	•	326	No	Yes		
29		Tamalpais High School						Miller Ave
30	Nicasio	Nicasio (K-8)	•	68	No	No	n/a	
31	Novato Unified	Hamilton (K-5)	•	364	No	Yes	C	
32		Loma Verde (K-5)	•	341	No	Yes	C	Ignacio Blvd
33		Lu Sutton (K-5)	•	421	Yes	No	C	Center Rd
34		Lynwood	•	399	Yes	No	C	
35		Olive (K-5)	•	375	Yes	No	C	
36		Pleasant Valley	•	371	Yes	No	C	
37		Hill (6-8)	•	601	No	Yes	C	Diablo Ave
38		San Jose (6-8)	•	509	No	Yes	C	Ignacio Blvd
39		Sinaloa (6-8)	•	700	Yes	Yes	C	Vineyard Rd
40		Novato (9-12)						
41		San Marin (9-12)						
42		Novator Charter (K-8)						
43		San Marin (9-12)						
44		NOVA/Indep., Adult Ed						
45		Marin Oaks (10-12)						
46		Rancho Elementary (K-5)	•	484	Yes	No	C	
47		San Ramon	•	450	Yes	Yes	C	
48	Reed Union	Bel Aire (3-5)	•	370	Yes	No	P	
49		Del Mar (6-8)	•	350	Yes	No	P	Tiburon Blvd
50		Granada (Leased)						
51		Reed (K-2)	•	356	Yes	Yes	P	Tiburon Blvd

Key:
V - Volunteer
P - Paid Employee
C - Contracted

**Summary Data
Crossing Guard Survey
March 2006**

Appendix 3.b

No.	School District	School Name	Repl'd	Enrollment	Have Guards	Need Guards	Guard Type	EP Priority
52	Ross	Ross (K-8)	•	400	Yes	Yes	P	Sir Francis Drake Blvd
53	Ross Valley	Brookside - Lower Campus (K-2)	•	282	Yes	No	P	Butterfield Rd
54		Brookside - Upper Campus (3-5)	•	287	Yes	No	P	Butterfield Rd
55		Deer Park (Leased)						
56		Manor (K-5)	•	310	Yes	No	P	Sir Francis Drake Blvd
57		Red Hill (Leased)						
58		Wade Thomas (K-5)	•	290	Yes	Yes	V	
59		White Hill (6-8)	•	604	No	No	n/a	Sir Francis Drake Blvd
60		Sir Francis Drake High School						Sir Francis Drake Blvd
61	San Rafael Elem.	Bahia Vista (K-5)						Bahia Way & Canal St
62		Coleman (K-5)						
63		Davidson Middle (6-8)	•	935	No	Yes	n/a	
64		Gallinas (K-8)	•	585	Yes	No	P	
65		Glenwood (K-5)	•	381	Yes	Yes	V	
66		Laurel Dell (K-5)	•	143	No	Yes	n/a	
67		San Pedro (K-5)						
68		Sun Valley (K-5)	•	407	Yes	Yes	P	
69	San Rafael High	San Rafael High (9-12)						
70		Terra Linda High (9-12)						
71		Madrone High - Continuation (9-12)						
72	Sausalito Marin City	Bayside School (K-6)	•	125	No	No	n/a	
73		M. Luther King Jr. Academy (7-8)						
74		Old Manzanita (Leased)						
75	Shoreline Unified	Bodega Bay Elementary (K-5)						
76		Tomaes Elementary (K-8)						
77		Tomaes High (9-12)						
78		West Marin Elementary (K-8)						
79		Inverness (K-1)						
80	Union Joint	Union Joint (K-6)						
81	Private	Marin Horizon (K-8)	•	260	Yes	No	P	Marinda Dr Tiburon Blvd
82		Saint Rita's Prochial School						
83		Saint Hilary	•	240	No	No	n/a	
84		Phoenix Academy	•	120	No	Yes	n/a	
85		Marin Montessori School	•	200	No	No	n/a	
86		St. Anselm School	•	-	No	Yes		
87		Marin Primary School	•	260	Yes	Yes	P	
88		St. Patricks School (K-8)	•	266	No	Yes	n/a	

Key:
V - Volunteer
P - Paid Employee
C - Contracted

Crossing Guard Requests (Phase I)			
Transportation Authority of Marin - 2006			
	Location	School District	Expenditure Plan
	Street - City		
1	Las Gallinas and Miller Creek Rd Marin Wood	DIXIE	
2	Arias Street & Nova Albion Way San Rafael	DIXIE	
3	Nova Albion Way (@ Vallecito School) San Rafael	DIXIE	
4	SFD Blvd & Laurel Grove Ave Kentfield	KENTFIELD	SFD Blvd
5	SFD Blvd & College Ave Kentfield	KENTFIELD	SFD Blvd
6	College Ave & Woodland Ave Kentfield	KENTFIELD	SFD Blvd
7	College Ave at Stadium Way Kentfield	KENTFIELD	SFD Blvd
8	N Side of SFD & Meadow Way San Geronimo	LAGUNITAS	SFD Blvd
9	Hickory Ave near Mohawk Corte Madera	LARKSPUR	
10	Corte Madera & Tamalpais Dr Corte Madera	LARKSPUR	
11	Mohawk, in front of Neil Cummins School Corte Madera	LARKSPUR	
12	Tam Racket Club & Doherty Rd Larkspur	LARKSPUR	
13	Magnolia Ave & King St. Larkspur	LARKSPUR	
14	Tamalpais Dr & Eastman Ave Corte Madera	LARKSPUR	
15	E. Strawberry Dr. & Strawberry School Marin County	MVSD	
16	Throckmorton Ave & Old Mill St Mill Valley	MVSD	
17	Melrose Ave & Evergreen Ave Mill Valley/Homestead Valley	MVSD	
18	East Blithedale and Lomita Ave Mill Valley	MVSD	E. Blithedale
19	Camino Alto and Sycamore Ave. Mill Valley	MVSD	Camino Alto, Miller, E Blithedale
20	East Blithedale and Elm Ave. Mill Valley	MVSD	E. Blithedale
21	Ricardo Road & E. Strawberry Dr. Marin County	MVSD	
22	Gibson & Shoreline Homestead Valley/Marin City	MVSD	
23	Montford Ave & Melrose Ave Mill Valley/Homestead Valley	MVSD	
24	Harvard Ave. Mill Valley	Mt Tam School (Pvt)	
25	Center Road & Wilson Ave Novato	NUSD	Center Rd
26	Center Road & Leland Dr Novato	NUSD	Center Rd
27	S Novato Blvd & Sunset Pkwy Novato	NUSD	
28	Olive Ave & Summers Ave Novato	NUSD	
29	Sutro Ave & Dominic Dr Novato	NUSD	
30	Arthur & Cambridge St Novato	NUSD	
31	S Novato Blvd & Yukon Way Novato	NUSD	
32	San Marin Dr & San Ramon Way Novato	NUSD	
33	San Ramon Way & San Benito Way Novato	NUSD	
34	One Main Gate Road (@school) Novato	NUSD	
35	Diablo Ave between Hill and Center Novato	NUSD	Diablo Ave
36	Alameda Loma & Calla Mesa Novato	NUSD	

Crossing Guard Requests (Phase I)			
Transportation Authority of Marin - 2006			
	Location		Expenditure Plan
	Street - City	School District	
37	Sunset Pkwy & Ignacio Blvd Novato	NUSD	Ignacio Blvd
38	Paladini & Vineyard (@ school) Novato	NUSD	Vineyard Rd
39	Wilson & Vineyard Novato	NUSD	Vineyard Rd
40	Wilson Ave @ X-walk to field Novato	NUSD	Vineyard Rd
41	Karen Way entrance to school Tiburon	REED	
42	Blackfield Dr & Tiburon Blvd Tiburon	REED	Tiburon Blvd
43	Avenida Mireflores & Tiburon Blvd Tiburon	REED	Tiburon Blvd
44	Tiburon Blvd & Lyford Dr Tiburon	REED	Tiburon Blvd
45	Trestle Glen & Tiburon Blvd Tiburon	REED	Tiburon Blvd
46	Lagunitas & Allen Avenue Ross	ROSS	SFD Blvd
47	Ross Common & Lagunitas Ross	ROSS	SFD Blvd
48	Lagunitas & SDF Blvd Ross	ROSS	SFD Blvd
49	Bolinas & SFD Blvd Ross / San Anselmo	ROSS	SFD Blvd
50	Ross at Kensington San Anselmo	ROSS VAL	SFD Blvd
51	Green Valley Court & Butterfield Sleepy Hollow	ROSS VAL	Butterfield Rd
52	Oak Manor & SFD Blvd Fairfax	ROSS VAL	
53a	Butterfield Rd & SFD Blvd San Anselmo	ROSS VAL	SFD Blvd
53b	Butterfield Rd in front of School San Anselmo	ROSS VAL	
54	Woodland at back entrance of school San Anselmo	ROSS VAL	SFD Blvd
55	Miranda & SFD Blvd Fairfax	ROSS VAL	SFD Blvd
56	W Castlewood Dr & Knight Dr San Rafael	SRES	
57	Fifth Ave & River Oaks Dr San Rafael	SRES	
58	117 N San Pedro Road (in front of school) San Rafael	SRES	
59	Happy Lane & Fifth Ave San Rafael	SRES	
60	Knight Dr & Ashwood Ct San Rafael	SRES	
61	Woodland Ave & Eva San Rafael	SRES	
62	Woodland Ave & Siebel San Rafael	SRES	
63	Woodland Ave & Lovell Ave San Rafael	SRES	
64	Kerner Blvd & Canal St San Rafael	SRES	
65	Bellam Blvd & Francisco Blvd East San Rafael	SRES	
66	Bellam Blvd @ I-580 on ramp San Rafael	SRES	
67	Bellam Blvd @ I-580 off ramp San Rafael	SRES	
68	180 N. San Pedro Santa Venetia	SRES	
69	Racquet Club Dr & Fifth Ave San Rafael	SRES	
70	Olema-Bolinas Rd & Mesa Bolinas	BOLINAS	

Crossing Guard Requests (Phase II) Transportation Authority of Marin - 2006			
	Location		Expenditure Plan
	Street - City	School District	
71	Blackstone & Las Gallinas Marinwood	Dixie	
72	Marinwood Ave & Miller Creek Rd. Marinwood	Dixie	
73	Las Gallinas & Elvia Ct. Marinwood	Dixie	
74	Nova Albion Way & Las Gallinas Ave. San Rafael	Dixie	
75	Lomita Dr in front of Edna Maguire Elem. Mill Valley	MVSD	
76	Tiburon Blvd & E. Strawberry Dr. Mill Valley	MVSD	
77	Bell Lane & Enterprise Concourse Mill Valley	MVSD	
78	Evergreen Ave & Ethel Ave Mill Valley	MVSD	
79	Sunset Pkwy & Lynwood Dr Novato	NUSD	
80	Wilson Ave at Hanson Rd (X-walk to field) Novato	NUSD	
81	Olive Ave. @ Olive Elementary School Novato	NUSD	
82	X-walk by Kleinert Way @ Tiburon Police Dept Tiburon	Reed	
83	Tiburon Blvd. & Trestle Glen - signal Tiburon	Reed	
84	Tiburon Blvd. & Stewart Drive - uncontrolled Tiburon	Reed	
85	Tiburon Blvd. & Lyfor Drive - signal Tiburon	Reed	
86	Tiburon Blvd. & Neds Way Tiburon	Reed	
87	Sir Francis Drake Blvd. & Aspen Court San Anselmo	Ross Valley	
88	Sir Francis Drake Blvd. & Tamal Ave. San Anselmo	Ross Valley	
89	Sir Francis Drake Blvd. & Saunders Ave. San Anselmo	Ross Valley	
90	Sir Francis Drake Blvd. & Broadmoor Ave. San Anselmo	Ross Valley	
91	Sir Francis Drake Blvd. & Barber Ave/Ross Ave. San Anselmo	Ross Valley	
92	Sir Francis Drake Blvd. & Butterfield Rd. San Anselmo	Ross Valley	

Safe Pathways to School
Call for Projects (FY 2006/07)

Applications are due June 29 2007 at 5:00 p.m.

Introduction

In November 2004, Marin County voters approved Measure A, a half-cent sales tax to fund transportation projects in the county. The Measure A Sales Tax Expenditure Plan includes four funding strategies, one of which is a “Safe Routes to School” (SR2S) program. Safe Pathways is the capital improvement element of SR2S. It provides funding to design and construct projects identified in Safe Routes Plans developed by teams of schools, parents, students and local public works staff in conjunction with the larger SR2S program. Funding for Safe Pathways is set by the 2006 TAM Strategic Plan at close to \$11 million over the life of the Measure A tax. Safe Pathways projects will be selected for funding based on performance criteria that focus on improving safety throughout the County.

Eligible Applicants

Cities and the county may apply for funding through their public works departments; however they may partner with other public agencies, schools, nonprofits or other community organizations to apply under public works direction. Schools may also apply directly for funding. The Measure A Sales Tax Expenditure Plan specifies, however, that only jurisdictions that have produced Safe Routes Plans are eligible to apply for Safe Pathways funding.

Eligible Projects

Project funds may be used for engineering, environmental clearance and **construction of pathways, sidewalk improvements and traffic safety** in all Marin County communities. To be eligible for Safe Pathways funding, the various elements of a potential project must have been described in a Safe Routes Plan. Safe Routes Plans must be developed in a cooperative effort between members of a Safe Routes to Schools Team consisting of school officials and staff, parents and students. A primary element of Safe Routes Plans is the “walkabout” where the Team identifies routes to the school and areas for improvement, including capital projects. Completed Safe Routes Plans must be reviewed and signed by the local jurisdiction’s public works department. The final Safe Routes Plan must reflect the support of parents, school officials and the local jurisdiction.

Application Submittal Requirements

All requests for Safe Pathways funding must be submitted on the Safe Pathways to School Capital Funding Application and must be prepared under the direction of the local jurisdiction’s Public Works Director or City Engineer except in cases where schools are applying directly for funds. Although Public Works is not required to sign the latter applications, proposed projects in these applications must nevertheless reflect descriptions contained in Safe Routes Plans reviewed by Public Works.

Submit 10 sets of the complete application package and one electronic copy. Applications should contain no more than 30 pages, excluding letters of support. All applicants must use the Safe Pathways to School Capital Funding Application. No cover letter or special bindings. Please staple the application in the upper left hand corner.

Available Funding

Approximately \$1.7 million is available for this Call for Projects.

The maximum project funding request is \$250,000 for each project. Multiple applications may be submitted from a single public agency, but the funding cap has been formulated out of respect for the geographic equity criterion used in awarding funds.

Local Match

While no local match is required, an important element of the Safe Pathways program is the opportunity afforded by the project to leverage other fund sources and its ability to incorporate Safe Pathways elements into larger infrastructure projects. Also, to make the most productive use of available funds, Safe Pathways projects coordinated with other projects funded by Measure A funds, or federal funds or gas tax subventions from the state (i.e., Prop 42) will score highly, consistent with the expenditure plan evaluation criteria shown on page 3.

Because leveraging of funds to maximize Measure A investments is critical, TAM staff will compare the Safe Pathways project list with the project priority list for SRTS federal funds and with Measure A Major Roads and Local Roads projects. If applicable, staff may recommend adjusting priority and timing to incorporate Safe Pathways projects into Measure A Major Roads and Local Roads funded projects.

Application Review and Evaluation Process

As outlined in the Measure A Strategic Plan, applications for Safe Pathways funding will be evaluated by the TAC and the Marin Public Works Association (MPWA). TAM envisions a selection panel with members appointed from each of these bodies to review and score applications based on the following criteria specified in the Expenditure Plan:

- Relieves an identified safety or congestion problem along a major school route.
- Completes a “gap” in the bicycle and pedestrian system along a major school route.
- Maximizes daily uses by students and others.
- Attracts matching funds.
- Respects geographic equity

Based on the results of the evaluation process, the TAC will recommend projects to the TAM Board for funding under this Call for Projects and for inclusion in future amendments and/or updates to the Revenue and Expenditure element of the Strategic Plan.

Claimant Procedures

Successful Safe Pathways program applicants will execute a funding agreement with TAM covering project expenses on a reimbursement basis. Project sponsors must follow all Measure A Claimant Policies as set forth in Section IV A “Implementation Guidelines” of the Strategic Plan, which can be viewed on TAM’s website at www.tam.ca.gov.

In general, the sponsoring agency must request an allocation of funds from and execute a funding agreement with TAM. The funding agreement will describe the project/program scope, the anticipated schedule, and an estimated cash flow of Measure A funds. The agreement will also specify the responsibilities of both TAM and the project sponsor, consistent with the Guidelines.

Allocations of Safe Pathways funding shall follow the requirements set forth for “Project Specific Funding” in the third bullet of Section IV.A.3., “Allocation and Disbursement of Funds” of the Strategic Plan. Upon approval by the TAM Board of the allocation request, the project sponsor may then submit to TAM requests for reimbursement for approved Safe Pathways project expenses.

Application Submittal Deadline

All applications for Safe Pathways to School funding must be submitted by June 29 2007 at 5:00 p.m. to:

Transportation Authority of Marin
Safe Pathways Call for Projects 2007/08
Attn: Eric Schatmeier, Planning Manager
70 San Pablo Ave.
San Rafael, CA 94903

TAM Staff Contact

For further information or questions regarding the program, please contact:

Eric Schatmeier
Planning Manager
Transportation Authority of Marin
(415) 507-2654

Safe Pathways to School Capital Funding Application

1. Application Information

Responsible Agency:

Address:

Contact Person:

Phone:

E-Mail:

2. Project Information

School District(s):

School Name(s):

Brief Project Description:

Brief Description of Project Location:

3. Scheduling – Estimated Start and Completion Dates

Environmental Studies and Permits:

Plans, Specifications and Estimate:

Right of Way Acquisition:

Construction:

4. Evaluation Criteria

According to the Marin County Transportation Sales Tax Expenditure Plan, Strategy 4, Safe Pathways Projects will be selected based on performance criteria that focus on improving safety throughout the County. All projects will come from approved Safe Routes Plans, supported by parents, school officials, and the local jurisdiction and reviewed by the jurisdiction's public works department (as verified by signature). Applications will be evaluated based on the following:

- Relieves an identified safety or congestion problem along a major school route
- Completes a “gap” in the bicycle and pedestrian system along a major school route

- Maximizes daily use by students and others
- Attracts matching funds
- Respects geographic equity

Provide responses to the following. Reference exhibits and attachments in this section.

4.A. Describe how the project is expected to make a safety-related improvement for student travel, relieve a congestion problem, and/or complete a “gap” in the bicycle and pedestrian system along a major school route.

4.B. Provide the number of children who currently walk or bicycle to school on a daily basis and the expected increase due to the project. Define the indicators that will be used to measure behavior changes.

4.C. Explain the methodology used to develop the project. Cite how needs were defined. Identify how stakeholders, including parents, school officials and others were included in the process and how they contributed.

4.D. Attach a Safe Routes Plan that identifies the proposed project. What is the ranking of the proposed project in the Safe Routes to Schools Travel Plan (if completed) and by the applicable Safe Routes Task Force?

4.E. Describe the Safe Routes to School efforts, including the application of all five E’s (Education, Encouragement, Enforcement, Engineering, and Evaluation) that were undertaken or are ongoing. Attach the applicable School Travel Plan, if available.

4.F. Although no match is required, provide information on any matching funds (identified in “6” below) that may be used to fund the project. Include the source, amount and the status of the funding application.

5. Cost Estimate Breakdown

Environmental Studies and Permits:

Plans, Specifications and Estimate:

Right of Way Acquisition:

Construction:

Subtotal:

Contingency:*

Total Project Cost:
Attach Detailed Engineers Estimate

* Contingency shall be no more than 10% of the total construction cost.

6. Proposed Funding

Planned funds are funds for which you intend to apply. Committed funds are funds from sources that have been awarded.

Environmental	Planned	Committed	Total
<hr/>			
Local Commitment			
TAM Measure A Safe Pathways			
TAM Measure A Local Roads			
TAM Measure A Major Roads			
State SR2S/Federal SRTS			
Other			
Total			

Plans, Specifications and Estimate	Planned	Committed	Total
<hr/>			
Local Commitment			
TAM Measure A Safe Pathways			
TAM Measure A Local Roads			
TAM Measure A Major Roads			
State SR2S/ Federal SRTS			
Other			
Total			

Right of Way Acquisition	Planned	Committed	Total
<hr/>			
Local Commitment			
TAM Measure A Safe Pathways			
TAM Measure A Local Roads			
TAM Measure A Major Roads			
State SR2S/ Federal SRTS			
Other			
Total			

Construction	Planned	Committed	Total
<hr/>			
Local Commitment			
TAM Measure A Safe Pathways			
TAM Measure A Local Roads			
TAM Measure A Major Roads			
State SR2S/ Federal SRTS			
Other			
Total			

Total Funding	Planned	Committed	Total
Local Commitment			
TAM Measure A Safe Pathways			
TAM Measure A Local Roads			
TAM Measure A Major Roads			
State SR2S/ Federal SRTS			
Other			
Total			

7. Attachments

Please provide the following attachments:

- Safe Routes to School Plan (reviewed and signed by the public works department of the applicable jurisdiction) showing the location of all proposed improvements and their proximity to the school and school routes
- A site plan for each improvement showing existing and proposed improvements
- Detailed Engineers Estimate
- Completed “warrants” sheet for projects with proposed traffic control devices
- Letter of support from school official(s)
- Letter of support from Safe Routes to School Task Force, if formed and active

8. Application Preparation

Prepared by:

Date:

This Safe Pathways to School Capital Funding Application has been prepared under the direction of the Public Works Director or City Engineer of the _____ (city/town/County name here). The Public Works Director or City Engineer attest to the technical information contained herein and the engineering data upon which recommendations, conclusions, and decisions are based.

Signature of Public Works Director or City Engineer:

Date:

Summary Project Descriptions for Safe Pathways Applications

(In order of ranking)

San Rafael - Laurel Dell Elementary

The project will improve the walk path on the northern side of Woodland Avenue across the street from Laurel Dell Elementary by replacing existing non-standard, non-uniform walk path composed for the most part of a dirt and cobblestones with 1,180 feet of standard concrete sidewalk and installing fourteen (14) ADA-compliant curb ramps with dome mats at five (5) intersections. Project is part of a larger effort for infrastructure improvements on Woodland Avenue corridor to resurface this stretch of road.

TAM High School District – TAM High School

The project will widen an existing sidewalk along Miller Avenue and create a new entrance to the school for two drop off lanes on campus fronting the Gustafson Gym that would exist along Miller Avenue. ADA-compliant curb ramps and crosswalks would be installed at Camino Alto. The project is part of a larger campus Master Plan and would include matching funds of \$497,381.

San Anselmo – Brookside Elementary

The project will provide sidewalks, curb ramps and high-visibility school crosswalks along the key route serving Brookside School on the west side of Butterfield Road from Woodside Dr. to Carlson Avenue. Currently, the west side lacks complete sidewalk, causing children to walk in the street exposing themselves to unsafe situations. The project will close a 100 foot gap in the sidewalk and install curb ramps and high-visibility crosswalks at two (2) intersections.

Fairfax – Manor Elementary

The project will install a sidewalk along the east side of Oak Manor Drive for approximately 125 linear feet beginning at Sir Francis Drake Boulevard and ending at the existing County [owned] sidewalk. This project will also replace the accessible ramp on the north east corner of the intersection with a compliant ramp. The identified project included improvements not within the boundaries of the Town of Fairfax: the crosswalk improvements will be [installed] by County DPW.

San Anselmo – Wade Thomas Elementary/St. Anselms Elem (Private)

The project will provide safer and more efficient crossings at two (2) complicated intersections by providing high visibility cross walks, count down pedestrian signal heads, signage, striping and ADA ramps along the key route serving Wade Thomas School and St. Anselms School. The project proposes to re-align crosswalks to shorten the distance and phase the signal timing for better crossings.

Larkspur – Hall Middle School (Path)

The proposed path would complete a gap in the bicycle and pedestrian system by connecting a major school route to an adjacent neighborhood which in turn is connected to a bicycle and pedestrian system (Sandra Marker Trail – Class 1 multi-use path). The path would be approximately 920 feet of 8-foot wide paved path along the existing right-of-way between Doherty Drive and Heatherwood Park.

Ross - Ross School (K-8)

The project includes paving a four (4) foot wide, 3,000 foot A/C path along Shady Lane from Lagunitas Road to Bolinas Avenue. Students do not have an all-weather surface walkway that they can use to walk, bike or skateboard to the Ross School. The present dirt pathway along Shady Lane

discourages students and parents from walking to school and no doubt increases automobile traffic on Shady Lane.

Corte Madera – Neil Cummins Elementary

The project includes two independent improvements at two different locations. The first location at the intersection of Pixley Avenue and Redwood Avenue includes three (3) new street signs mounted on posts, approximately 150 feet of red curb painting, two new high visibility crosswalks, and additional pavement markings. The second location in the vicinity of the school entrance on Mohawk Avenue includes four (4) new sign mounted on posts, approximately 100 feet of red curb painting, two (2) new high visibility crosswalks, and additional pavement markings.

Mill Valley – Edna McGuire and Old Mill Elementary Schools

The project includes the design and construction of curb extension, curb ramps, reconfiguration/extension of existing traffic island, high-visibility traffic striping, advance pedestrian warning signs, and sidewalk installation to improve pedestrian visibility, adjacent to Edna McGuire School and Old Mill School.

Larkspur – Hall Middle/Redwood High Schools (Signage/Striping)

The project includes signing and striping to improve pedestrian access safety on Doherty Drive along the street frontage at Hall Middle School and Redwood High School.

Unincorporated Marin County – Maria Silviera School

The project includes reducing the crosswalk lengths the intersection of Las Gallinas Avenue and Blackstone Drive, relocating existing curb inlets, installing bulbouts at the south leg of the intersection, installing high visibility crosswalks for the southern crosswalk and east and west crossings of Blackstone, a standard crosswalk for the north crossing of Las Gallinas Avenue, and a total of eight (8) curb ramps for the entire intersection.

Fairfax – White Hill Middle School

The project includes the installation of a high visibility crosswalk, additional school warning lights on Sir Francis Drake Boulevard, signage, and striping on Glen Drive, and two accessible ramps at the Glen Drive crosswalk.

Larkspur – Hall Middle/Redwood High Schools (ADA Ramps)

The project includes the construction of two 8-foot wide ADA accessible paved ramps totaling 330 linear feet connecting the Sandra Marker Trail with William Avenue in Larkspur and Apache Road in Corte Madera. Larkspur Public Works has ranked this project third of the three qualified [Safe Pathways] projects.

Corte Madera – Marin Country Day/Marin Montessori (Private Schools)

This application is for the full design and an EIR only. The proposed project will provide a new 12-foot wide Class I bike lane along Paradise Drive from Westward Drive to the Town limit, include three (3) designated left-turn lanes, upgrade variable-width and -quality shoulders to two (2) 4-foot wide Class II bike lanes, and a 6-foot wide barrier strip separating the Class I bike lane from auto traffic.

Unincorporated Marin County – Tomales School

The project will close a gap between existing sidewalk on the north side of 1st Street easterly to John Street, and then southerly on John Street to the existing school entrance. The construction of the

sidewalk, curb, and gutter will include an extension of the existing landscaped planting strip, and new curb and gutter. Upon reaching John Street, the 1st Street sidewalk will end in a ramp to the pavement. The new sidewalk will connect to an existing pedestrian path adjacent to the school driveway entrance and separated from vehicles by a timber bolted to the pavement.

Unincorporated Marin County – Dixie School

The project will install high visibility crosswalks and curb ramps at two (2) intersections at Idylberry Road at Pikes Peak and Idylberry Road at Mt. Tenaya. Improvements include crosswalk signing assemblies for the intersections, standard crosswalks for the minor streets on Pikes Peak and on Mt. Tenaya, and ADA compliant curb ramps at all crosswalk locations.

2008 STRATEGIC PLAN UPDATE

Appendix 4 – Implementation and Claimant Forms

**PROJECT STUDY REPORT
(TAM Major Road Infrastructure)**

Responsible Agency: _____
Project Name: _____

1. Transportation Project Description

2. Roadway name – Location: _____
(If applicable, identify segments by jurisdiction)

3. Description of Project Limits

Net Length: _____ miles

4. Condition of Existing Facility

(Provide a brief description of the roadway segments, including functional class, condition of distress, pavement class, and bike and pedestrian facilities. Repeat information for each homogeneous segment):

5. Major Roadway Performance Criteria
(from TAC / MPWA evaluation matrix)

Condition of roadway
Average daily traffic
Transit frequency
Bicycle and pedestrian activity
School access
Accident history

6. Environmental Status

Environmental Document Type (CEQA) _____ (NEPA) _____
Status

Anticipated Completion Date _____

Environmental Issues (including anticipated Resource Agency permits):

7. Scheduling

<u>Project Component</u>	<u>Start Date</u>	<u>Estimated Completion</u>
Environmental Studies and Permits	_____	_____
Plans, Specifications, and Estimate	_____	_____
Right of Way Acquisition	_____	_____
Construction	_____	_____

8. Roadway Geometric Information

Will this project change existing geometrics? Yes _____ No _____
If no, skip this section.

Facility	Minimum Curve Radius	Through Traffic Lanes		Paved Shoulder Width		Median
		No. of Lanes	Lane Width	Left	Right	Width
*Existing						
**Proposed						
***Local Stds.						

* Enter EXISTING information (Expand as needed, for varied geometrics.)

** Enter PROPOSED information (Expand as needed, for varied geometrics.)

*** If local Standards are not being met, briefly explain why:

9. Structure Information

Is bridge rehabilitation work included in this project? Yes _____ No _____
If no, skip this section.
If yes, describe:

10. Drainage Information

Is culvert and/or inlet work included in the project? Yes _____ No _____

11. Utility coordination information

Provide information about any upcoming utility projects in the project area. Provide information about any utility re-locations required as part of this project.

12. Multi-Modal and Safety Related Considerations

According to the Marin County Transportation Sales Tax Expenditure Plan, Strategy 3, potential roadway, bikeway, sidewalk, and pathway improvements may include:

- Bike/pedestrian path construction and maintenance of bike/pedestrian paths
- Pavement and drainage maintenance, including signage and striping
- Signalization and channelization to improve traffic flow and safety at key intersections

- Transit and traffic flow improvements to eliminate conflicts between buses and cars
- Transportation Systems Management and Demand Management projects that make the most of our infrastructure investments
- Improvements to reduce the response times for emergency vehicles and improve safety
- Sidewalk and crosswalk construction and maintenance, and other pedestrian infrastructure improvements to safety and mobility
- Accessibility improvements to make our streets and roads usable by all

As discussed in the Expenditure Plan, each major road project will be required to consider the needs of all roadway users. Where feasible, locally defined bicycle and pedestrian projects will be implemented at the time a roadway is improved. Improvements could include striping and signing for bicycle lanes and bikeways, sidewalk improvements, curb ramps, and other accessibility and safety improvements.

Please discuss, in the following three sections, considerations for multi-modal and safety-related improvements as a part of the regional road maintenance project.

a. Bicycle Facilities: Describe bicycle-related improvements considered as a part of the project (refer to adopted bicycle master plans, bicycle pathway classification (I, II or III) and other information, as appropriate). Discuss whether these improvements are feasible and indicate if they could or could not be included as a part of the project. If not, state why.

b. Safety Improvements: Describe safety-related improvements considered as a part of the project (refer to collision statistics, traffic volumes, roadway functional classification and other information, as appropriate). Discuss whether these improvements are feasible and indicate if they could or could not be included as a part of the project. If not, state why.

c. Pedestrian and Disabled Persons Facilities: Describe pedestrian and ADA-related improvements considered as a part of the project (refer to pedestrian master plans, ADA transition plans, school and transit access considerations, and other information, as appropriate). Discuss whether these improvements are feasible and indicate if they could or could not be included as a part of the project. If not, state why.

13. Description of Project Scope

(Sufficient scope detail should be provided to allow TAM staff to evaluate the reasonableness of the proposed budget and schedule. Provide a brief explanation of how the project was prioritized for funding, including the project benefits, level of public input, response to above considerations and if the project is included in any adopted plans.)

14. Cost Estimate BreakdownCostENVIRONMENTAL STUDIES AND PERMITSPLANS, SPECIFICATIONS, AND ESTIMATERIGHT OF WAYCONSTRUCTION

SUBTOTAL

--% Contingency

TOTAL CONSTRUCTION COST

Construction Support

TOTAL CONSTRUCTION COMPONENT COST

Source:

(Attach Detailed Engineer's Estimate, if available)

15. Other Agencies Involved: (Permits/Approvals from California Department of Fish & Game, US Army Corps of Engineers, California Coastal Commission, etc.)**16. Proposed Funding****Project Phase / Fund Source**

Planned funds are funds for which you intend to apply.

Committed funds are funds from sources that have been awarded.

Environmental Studies & Permits Fund Source	Planned	Committed	Total
Local Commitment			
TAM Measure A - Regional			
TAM Measure A - Local			
other			
other			
Total			

Plans, Specifications and Estimate Fund Source	Planned	Committed	Total
Local Commitment			
TAM Measure A - Regional			
TAM Measure A - Local			
other			
other			
Total			

Right of Way Acquisition Fund Source	Planned	Committed	Total
Local Commitment			
TAM Measure A - Regional			
TAM Measure A - Local			
other			
other			
Total			

Construction (including support) Fund Source	Planned	Committed	Total
Local Commitment			
TAM Measure A - Regional			
TAM Measure A - Local			
other			
other			
Total			

Total funding (all Phases)	Planned	Committed	Total
Local Commitment			
TAM Measure A - Regional			
TAM Measure A - Local			
other			
other			
Total			

17. List of Attachments

- A. Vicinity Map/Strip Map
- B. Typical Section(s)
- C. PMS Inventory Data (if available)
- D. Engineer's Estimate (if available)

18. Report Preparation

Prepared by _____ Date _____

This Project Study Report (TAM Major Roads) has been prepared under the direction of the Public Works Director (or City Engineer) of the _____. The Public Works Director (or City Engineer) attests to the technical information contained herein and the engineering data upon which recommendations, conclusions, and decisions are based.

Public Works Director/City Engineer

date

TAM AGREEMENT #200__ - ____

**FUNDING AGREEMENT
BETWEEN
TRANSPORTATION AUTHORITY OF MARIN
AND
CITY OF _____**

This AGREEMENT is made this ____ day of _____, 200__, by and between the Transportation Authority of Marin, hereinafter referred to as "TAM", a local public agency, and the City of _____, hereinafter referred to as "RECIPIENT", a local public agency.

SECTION 1. RECITALS

1. The voters of Marin County, pursuant to the provisions of the Local Transportation Authority and Improvement Act, California Public Utilities Code Section 180000 et seq., approved the authorization of Measure A at the General Election held on November 2, 2004, thereby authorizing that TAM be given the responsibility to administer the proceeds from a one-half cent transaction and use tax.
2. The duration of the tax will be 20 years from the initial year of collection, which began April 1, 2005, with said tax to terminate on March 31, 2025.
3. The tax proceeds will be used to pay for the programs and projects outlined in the Measure A Expenditure Plan.
4. Local streets and roads funds (Funds) are provided, under the Measure A Sales Tax Revenue referendum, to local cities, towns, and Marin County (Local Agency) to be used for any local transportation need identified by the Local Agency's Public Works Director, including streets and roads projects, local transit projects, bicycle pedestrian projects and other transportation uses, as approved by the Local Agency's governing board.
5. Each project will be required to consider the needs of all roadway users and, where feasible, locally defined bicycle and pedestrian projects will be implemented at the time a roadway is improved.
6. Funds within a geographic sub-area will be allocated to the local agencies within that sub-area based on the Expenditure Plan formula, weighted 50% by the population of the local agency within the sub-area and 50% of the number of road miles with the sub-area.
7. Funds will be reallocated every two years based on changes in population and road mile figures.

SECTION 2. PURPOSE OF FUNDING AGREEMENT

This AGREEMENT is entered into by and between TAM and RECIPIENT to document the funding conditions necessary for the RECIPIENT to comply with applicable law and TAM policies. This AGREEMENT consists of additional documents stated in these sections as being attached hereto and incorporated in the AGREEMENT by reference.

SECTION 3. PROJECT DEFINITION AND SCOPE

This AGREEMENT, approved through Resolution 2006-____ of TAM, in accordance with the requirements of TAM's Measure A Expenditure Plan and Strategic Plan, is made for the funding of the following project ("Project") identified in the RECIPIENT's Measure A Sales Tax Program Allocation Request Form (Attached):

Local Infrastructure for All Modes

Additional information on project scope is included in the Measure A Sales Tax Program Allocation Request Form.

SECTION 4. GRANT

TAM hereby grants to the RECIPIENT the sum of \$_____ as designated in Resolution No. 2006-____, approved July ____, 200____, which is included in this AGREEMENT by reference.

SECTION 5. COST ELIGIBILITY

Cost eligibility shall be determined by TAM's Expenditure Plan and Strategic Plan policies. Funds may be used for any local transportation need identified by the RECIPIENT's Public Works Director, including streets and roads projects, local transit projects, bicycle pedestrian projects and other transportation uses, as approved by the RECIPIENT's governing board. Where feasible, locally defined bicycle and pedestrian projects will be implemented in conjunction with a related roadway improvement. This could include safety improvements, pedestrian facilities including disabled access, or bicycle facilities such as bike lanes or signage.

SECTION 6. BUDGET AND SCOPE

RECIPIENT shall maintain a project or program budget. RECIPIENT shall carry out the Project and shall incur obligations against and make disbursements of the grant in conformity with TAM's requirements and the budget.

SECTION 7. PROJECT MANAGEMENT

RECIPIENT shall be responsible for the Project and provide management of consultant and contractor activities for which RECIPIENT contracts, including responsibility for schedule, scope, and budget, consistent with TAM's resolution allocating the grant unless otherwise agreed upon in writing.

SECTION 8. PROJECT OVERSIGHT

RECIPIENT shall cooperate with TAM's project management team and shall provide any requested Project information.

SECTION 9. ATTRIBUTION AND SIGNAGE

If any portion of grant funds is used for production of reports, acknowledgment of TAM's role in funding the Project shall be included in the documents. If any portion of grant funds is used for construction, RECIPIENT shall, upon initiation of field work or at the earliest feasible time thereafter, install and maintain a sign at the construction site identifying Measure A Local Transportation Sales Tax Funds and TAM (e.g., TAM and RECIPIENT's logos – "Your Measure A Sales Tax Dollars at Work"). For non-construction capital purchases funded by any portion of grant funds, RECIPIENT shall affix permanent signage identifying TAM and the Sales Tax Funds as a funding source. RECIPIENT shall demonstrate compliance with attribution and signage requirements as an indispensable condition for authorization of Measure A reimbursement for project expenses.

SECTION 10. PRESS RELEASES

RECIPIENT shall notify TAM in advance of any press releases about Project and program activities, particularly groundbreakings and ribbon cuttings, in connection with grant funds expended pursuant to this AGREEMENT.

SECTION 11. COMPLIANCE WITH LAW

In the performance of its obligations pursuant to this AGREEMENT, RECIPIENT shall keep itself fully informed of the federal, state and local laws, ordinances and regulations in any manner affecting the performance of this Agreement, and must at all times comply with such laws, ordinances, and regulations as they may be amended from time to time.

SECTION 12. ENVIRONMENTAL COMPLIANCE

RECIPIENT shall undertake all environmental mitigation measures that may be identified as commitments in applicable documents (such as environmental assessments, environmental impact statements and reports, and memoranda of agreement) and comply with any conditions imposed as a part of a finding of no significant impact or a record of decision; all such mitigation measures are incorporated in this AGREEMENT by reference. Recipient shall be responsible for obtaining all necessary environmental permits for performance of work.

SECTION 13. FINANCES

All costs charged to the Project shall be supported by properly prepared and documented time records, invoices, or vouchers evidencing in detail the nature and propriety of the charges and the basis for the percentage charged to TAM.

SECTION 14. RECORDS

All checks, payrolls, invoices, contracts, vouchers, journal entries, work orders, or other accounting documents pertaining in whole or in part to the Project shall be maintained by RECIPIENT for a period of five (5) years after the later of Project closeout or termination of grant. Such project documents shall be clearly identified, readily accessible, and, to the extent feasible, kept separate and apart from all other similar documents not pertaining to the Project.

SECTION 15. PAYMENT

TAM shall remit payment to RECIPIENT upon written request by the RECIPIENT after the execution of this AGREEMENT. Payment shall not exceed the schedule shown in the Measure A Sales Tax Program Allocation Request Form - Fiscal Year Cash Flow Availability.

SECTION 16. ELIGIBLE EXPENSES

RECIPIENT shall expend funds only on eligible expenses as follows: operating costs, direct staff time (salary and benefits), consultants; right of way engineering and acquisition costs (including permitting), and competitively bid construction contracts. Indirect costs (as defined by OMB Circular A-87) will not be considered an eligible expense. Funds shall also be expended according to the applicable provisions of the Expenditure Plan and of the Public Utilities Code Section 180000 et seq.

TAM shall provide notice to RECIPIENT of any and all expenditures made by RECIPIENT which are not in compliance with this AGREEMENT, the Expenditure Plan or the Measure A ballot measure promptly after TAM becomes aware of any such expenditures.

SECTION 17. AUDITS

TAM reserves the right at any time to conduct or require a financial or performance audit of the RECIPIENT'S compliance with this AGREEMENT. TAM will give advance notice of the requirement. RECIPIENT shall permit TAM, or any of its duly authorized representatives, to inspect all work, materials, payrolls, and other data and records with regard to the Project, and to audit the books, records, and accounts of the RECIPIENT and its contractors with regard to the Project.

SECTION 18. THIRD PARTY CONTRACT AUDITS

TAM reserves the right to request an audit of other third party contracts for any reason. If RECIPIENT is subject to third party financial audit requirements imposed by another funding source, copies of audits performed in fulfillment of such requirements shall be provided to the TAM.

SECTION 19. CLOSEOUT PROCEDURES AND PROJECT REPORT

RECIPIENT shall provide to TAM a Project Report as shown in Exhibit B. This report shall include the total expenditures for the approved scope, revenues from all funding sources applied for the approved scope of work. RECIPIENT shall provide supporting documentation for expenditures and revenues from its accounting and financial management system. RECIPIENT shall certify that the amounts sought are only for project elements included in the Measure A Sales Tax Program Allocation Request Form

SECTION 20. REPAYMENT OF INELIGIBLE COSTS

In the event that TAM reimburses RECIPIENT for costs that are later determined to be ineligible for reimbursement under this Agreement, TAM reserves the right to withhold from this Project or other projects in the Expenditure Plan for which RECIPIENT is the sponsoring agency grant funding in the same amount as the ineligible cost that were reimbursed by TAM. If TAM avails itself of the remedy provided by this section, then RECIPIENT will not be liable to refund to TAM those ineligible costs that were reimbursed to RECIPIENT.

SECTION 21. RIGHT TO WITHHOLD

If a Project report containing all of the items listed in the Allocation Request Form is not provided to TAM by the annual due date specified in the Allocation Request Form and/or such items are found not to be in compliance with this AGREEMENT, Public Utilities Code Section 180000 et seq., the ballot measure or the Strategic Plan, TAM may withhold funds for future allocations from RECIPIENT until RECIPIENT has corrected any noted deficiencies to TAM's satisfaction. While funds are being withheld, all interest on withheld funds shall be retained by TAM as an administrative fee.

SECTION 22. RESCISSION OF AUTHORIZATION OF FUNDS

TAM reserves the right to rescind its authorization of that portion of the grant funds that are unneeded prior to, or at the time of, Project closeout. Funds are determined to be unneeded if they are uncommitted at time of Project closeout. Uncommitted funds are funds that have been authorized but are in excess of the total eligible costs incurred by RECIPIENT.

SECTION 23. TERMINATION FOR CAUSE

Except as provided by Section 24 below, RECIPIENT agrees that, upon ten (10) working days written notice, TAM may suspend or terminate all or part of the financial assistance provided herein for failure to correct a breach of this AGREEMENT. Any failure to make reasonable progress, inconsistency with the Expenditure Plan or Measure A Sales Tax Program Allocation Request Form, unauthorized use of grant funds as specified in this AGREEMENT, or other violation of the AGREEMENT that significantly endangers substantial performance of the Project shall be deemed to be a breach of this AGREEMENT and cause for termination. Upon mutual consent, RECIPIENT will repay TAM any unexpended funds originally provided under this Agreement.

SECTION 24. CORRECTION OF BREACH

Notwithstanding the provisions of Section 23 above, with respect to any breach, which is reasonably capable of being cured, RECIPIENT shall have thirty (30) days from the date of notice of breach to initiate

steps to cure. If RECIPIENT diligently pursues cure, such RECIPIENT shall be allowed a reasonable time to cure or by a time established in writing by TAM.

SECTION 25. LIABILITY

Neither TAM nor any officer or employee thereof, shall be responsible for any damage or liability occurring by reason of anything done or omitted to be done by RECIPIENT under or in connection with any work, authority, or jurisdiction delegated to RECIPIENT under this AGREEMENT. It is also understood and agreed that pursuant to Government Code Section 895.4, RECIPIENT shall fully defend, indemnify and hold TAM harmless from any liability imposed for injury (as defined by Government Code Section 810.8) occurring by reason of anything done or omitted to be done by RECIPIENT under or in connection with any work, or jurisdiction delegated to RECIPIENT under this AGREEMENT.

Neither RECIPIENT nor any officer or employee thereof, shall be responsible for any damage or liability occurring by reason of anything done or omitted to be done by TAM under or in connection with any work, authority, or jurisdiction delegated to TAM under this AGREEMENT. It is also understood and agreed that pursuant to Government Code Section 895.4, TAM shall fully defend, indemnify and hold RECIPIENT harmless from any liability imposed for injury (as defined by Government Code Section 810.8) occurring by reason of anything done or omitted to be done by TAM under or in connection with any work, authority, or jurisdiction delegated to TAM under this AGREEMENT.

In the event of concurrent negligence of RECIPIENT and TAM, the liability for any and all claims for injuries or damages to persons and/or property shall be apportioned under the California theory of comparative negligence as presently established or as may hereafter be modified.

SECTION 26. OBLIGATIONS

TAM agrees that any eligible cost incurred by RECIPIENT prior to the termination of this AGREEMENT shall be reimbursed to the extent that such costs could not be avoided by RECIPIENT upon receipt of notice of termination.

SECTION 27. INTEGRATION

This AGREEMENT represents the entire AGREEMENT of the parties with respect to the subject matter thereof. No representations, warranties, inducements or oral agreements have been made by any of the parties except as expressly set forth herein, or in other contemporaneous written agreements.

SECTION 28. AMENDMENT

Except as otherwise provided herein, this AGREEMENT may not be changed, modified or rescinded except in writing, signed by all parties hereto, and any attempt at oral modification of this AGREEMENT shall be void and of no effect.

SECTION 29. INDEPENDENT AGENCY

RECIPIENT performs the terms and conditions of this AGREEMENT as an entity independent of TAM. None of RECIPIENT'S agents or employees shall be agents or employees of TAM.

SECTION 30. ASSIGNMENT

The AGREEMENT may not be assigned, transferred, hypothecated, or pledged by any party without the express written consent of the other party.

SECTION 31. BINDING ON SUCCESSORS, ASSIGNEES OR TRANSFEREES

This AGREEMENT shall be binding upon the successor(s), assignee(s) or transferee(s) of TAM or RECIPIENT as may be the case. This provision shall not be construed as an authorization to assign, transfer, hypothecate or pledge this AGREEMENT other than as provided above.

SECTION 32. EXPENSES

Each party shall be solely responsible for and shall bear all of its own respective legal expenses in connection with any dispute arising out of this AGREEMENT and the transactions hereby contemplated. RECIPIENT may not use GRANT funds, or other TAM programmed funds, for the aforementioned purpose.

SECTION 33. SEVERABILITY

Should any part of this AGREEMENT be declared unconstitutional, invalid, or beyond the authority of either party to enter into or carry out, such decisions shall not affect the validity of the remainder of this AGREEMENT, which shall continue in full force and effect; provided that the remainder of this AGREEMENT can, absent the excised portion, be reasonably interpreted to give effect to the intentions of the parties.

SECTION 34. EXHIBITS

The following Exhibits are hereby made part of this AGREEMENT:

EXHIBIT A: Conditions on Sub-Strategy 3.2

EXHIBIT B: Allocation Request Form

EXHIBIT C: Project Report (Sample Format)

EXHIBIT D: TAM Board Resolution 200__-__

SECTION 35. ACCEPTANCE OF GRANT

RECIPIENT does hereby declare that all written statements, representations, covenants, and materials submitted as a condition of this AGREEMENT are true and correct and does hereby accept TAM's grant and agrees to all of the terms and conditions of this AGREEMENT. The parties have executed this AGREEMENT as of the date first written above.

City of _____:

By: _____

Print Name

Print Title

Approved as to form:

By: _____

City of _____, Attorney

Print Name

Transportation Authority of Marin (TAM):

By: _____

_____, Executive Director

Exhibit A
Conditions on Sub-Strategy 3.2 Local Infrastructure for All Modes

Recipient agrees that it shall:

1. Agree to the formula used in the allocation of the funds as reflected in the Expenditure Plan, and agree to the use of the State Department of Finance Estimates of Population figures (Report E-1, updated each May) for California cities and counties for the biennial update of the allocation formula.
2. Set up an appropriate system of interest bearing accounts and reporting for funds received. The accounting system shall provide adequate internal controls and audit trails to facilitate a periodic compliance audit for the funds which shall be maintained for the duration of the Agreement plus five years after discharge.
3. Provide TAM with the number of maintained road miles within Recipient's jurisdiction which shall be consistent with the miles reported to state and federal agencies and that contained in the Recipient's pavement management system. Recipient shall provide TAM with the number of maintained road miles biennially beginning in April 2005, even if there were no changes in the number of miles.
4. In the event Recipient's expenditures in a fiscal year are less than the amount the Recipient has received, provide an explanation of why the revenues exceeded expenditures and how the Recipient plans to allocate the funds to future projects.
5. Notify TAM a minimum of 15 days prior to adopting a project scope and delivery schedule funded under Strategy 3.2.
6. Within 60 working days of the end of each fiscal year, provide a Project Report for projects upon which funds were expended. The Project Report shall show the amount spent in that reporting year, including the total estimated project costs, the total expenditures to date, a brief description (including digital photographs) and location of the projects, and the benefits to be realized from said project (see Project Report, Exhibit C). The Report must also include a description and photograph of Measure A signage and the number of signs posted.
7. As part of the Project Report, include a statement, signed by the Recipient's Public Works Director, certifying the Report's compliance with the provisions of this AGREEMENT. A resolution by the Recipient's governing board approving the project in a public meeting should be attached to the Report.
8. Provide updated and accurate information (including digital photographs of the projects before, during and after construction) for TAM's website, highlighting projects or programs in which funds received by Recipient have been used.
9. Provide updated and accurate information on Recipient's website, in order to inform the public, on how funds are being used in the Recipient's jurisdiction. Also provide a link on the Recipient's website to TAM's website.
10. Make available, upon request from TAM, Recipient's administrative officer or designated staff to render a report or answer any and all inquiries in regards to its receipt, usage and compliance audit findings of funds before the TAM Board.

11. If after the close of the third fiscal year, minimal or no funds have been expended on projects, TAM reserves the right to withhold the fifth year's funds allocation until the Recipient's allocation is drawn down.
12. Provide parcel land use information for the annual TAM transportation modeling update.
13. Provide evidence of Pavement Management System certification in accordance with section 2108.1 of the Streets and Highway Code. MTC requires cities and counties submitting pavement maintenance and rehabilitation projects for funding to utilize a Pavement Management Program.

Exhibit B

Transportation Authority of Marin Measure A – Transportation Sales Tax

Allocation Request Form

Fiscal Year of Allocation: 200__-__

Expenditure Plan: Strategy 3 – Local Transportation Infrastructure
Sub-strategy 3.2 - Local Infrastructure for all Modes

Project Name: Local Infrastructure for All Modes

Implementing Agency: City of _____

Scope of Work: As defined by the Expenditure Plan, eligible projects include street and road projects, local transit projects, and bicycle and pedestrian projects. Where feasible, locally defined bicycle and pedestrian projects will be implemented in conjunction with a related roadway improvement. This could include safety improvements, pedestrian facilities including disabled access, or bicycle facilities such as bike lanes or signage.

The City of _____

Strategic Plan Programmed and Requested Amounts:

Funding Allocations for Local Infrastructure Projects							
Community	2006 % of Total	Programmed			Requested		
		2004-05	2005-06	Total	2004-05	2005-06	Total
	17.10%	\$_____	\$____	\$_____	\$_____	\$_____	\$_____

Funding: The project is funded by a local bond measure. Additional residential streets will be added to the project to be covered by the Measure A funding based on the City's pavement management program. Additional funding may come from utility company reimbursements.

Cashflow Availability: 100% in FY 200__-__

Project Delivery Schedule: July 1, 200__ – June 30, 200__

Environmental Clearance: The City of _____ is responsible for environmental clearance. Documentation will be provided in the Project Report.

Exhibit C

Annual Project Report (sample format)

(due within 60 days of the end of each fiscal year)

Amount spent in this reporting year -

Total estimated project costs

Total expenditures to date

Project locations and descriptions

(please provide digital photographs for each project)

Benefits realized from project(s)

Measure A signage:

Number of signs posted:

Attach a statement, signed by the City Public Works Director, certifying the reports compliance with the provisions of the funding Agreement

Attach a resolution by the Governing Board approving the project(s)

Attach the project worksheet template (sample follows) for each project included in the Project Report.

Local Roadway Project Report, Part I

<i>Name of roadway:</i>
<i>Project limits:</i>
<i>Jurisdiction:</i>
<i>Description of maintenance project:</i>
<i>Roadway's Pavement Condition Index:</i>
<i>Date of last PCI Evaluation:</i>

Multi-Modal and Safety-Related Considerations

According to the Marin County Transportation Sales Tax Expenditure Plan, each local road project will be required to consider the needs of all roadway users. Where feasible, locally defined bicycle and pedestrian projects will be implemented at the time a roadway is improved. Improvements could include striping and signing for bicycle lanes and bikeways, sidewalk improvements, curb ramps, and other accessibility and safety improvements.

Please discuss, in the following three sections, considerations for multi-modal and safety-related improvements as a part of the local road maintenance project.

1. Safety Improvements: Describe safety-related improvements considered as a part of the project (refer to collision statistics, traffic volumes, roadway functional classification and other information, as appropriate). Discuss whether these improvements are feasible and indicate if they could or could not be included as a part of the project. If not, state why.

2. Pedestrian and Disabled Persons Facilities: Describe pedestrian and ADA-related improvements considered as a part of the project (refer to pedestrian master plans, ADA transition plans, school and transit access considerations, and other information, as appropriate). Discuss whether these improvements are feasible and indicate if they could or could not be included as a part of the project. If not, state way.

3. Bicycle Facilities: Describe bicycle-related improvements considered as a part of the project (refer to bicycle master plans and other information, as appropriate). Discuss whether these improvements are feasible and indicate if they could or could not be included as a part of the project. If not, state why.

2008 STRATEGIC PLAN UPDATE

Appendix 5 – Project Fact Sheets

HIGHWAY 101 CARPOOL LANE GAP CLOSURE PROJECT



THE PROJECT

- This project is the third phase of the Highway 101 widening project to provide continuous HOV lanes in Marin County. The project limits are from the Coleman Pedestrian Overcrossing to the 580/101 separation.
- The project includes the construction of northbound and southbound HOV lanes, replacing the 101 SB to 580 EB connector, re-aligning Francisco Boulevard West, relocating utilities underground and drainage improvements.
- The project will be built in eight stages and will require several traffic switches. Work requiring lane closures will take place at night. Some operations will require full freeway closures and detours.

PROJECT BENEFITS

The project will:

- Complete one of the remaining portions of the planned continuous Highway 101 HOV system in Marin County
- Reduce traffic congestion for motorists and transit riders using the HOV lanes
- Improve traffic flow on the 101 NB to 580 EB connector by providing an additional, dedicated traffic lane
- Improve Francisco Blvd West by relocating and reconstructing the roadway and undergrounding utilities

HIGHWAY 101 CARPOOL LANE GAP CLOSURE PROJECT

RECENT PROGRESS

- Bids for this project opened on December 13, 2005. Caltrans is preparing to award the contract in February 2006.
- Construction is scheduled to start in March 2006.

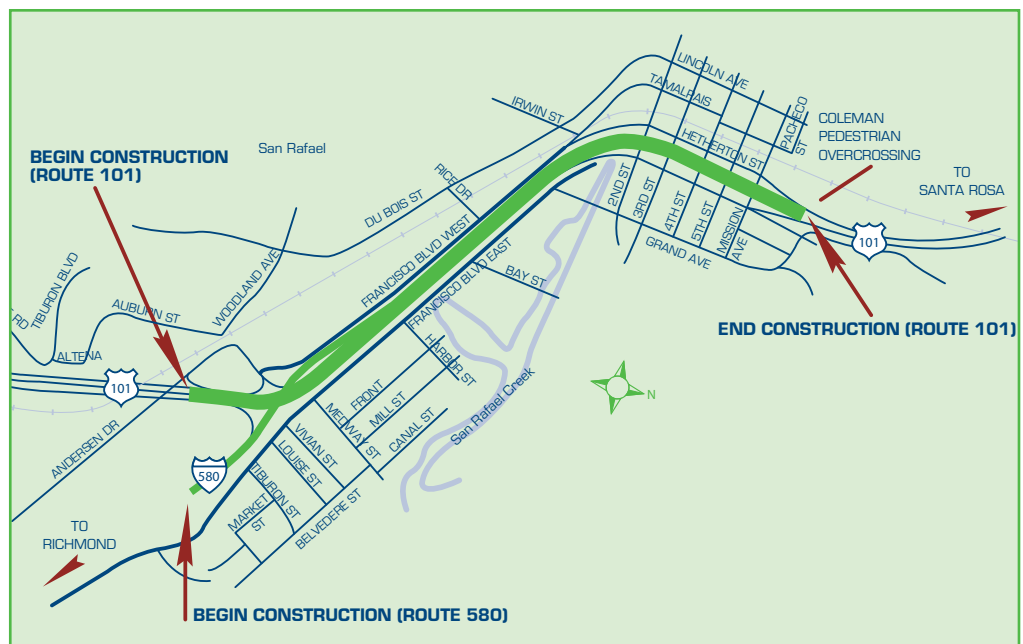
COSTS AND FUNDING

- This project is sponsored by the Transportation Authority of Marin and is funded by a variety of funding sources including State, Federal and Measure A funds.
- The anticipated construction cost is \$48.5 Million.

PROJECT SCHEDULE

- Start Construction – March 2006
- Complete Construction – December 2008

PROJECT AREA



FOR MORE INFORMATION

Contact Connie Preston, 510/215-0264.

ROADWAY REHABILITATION AND SIDEWALK IMPROVEMENTS

Strategy 3
Sub-strategy 3.1
Northern Marin
Planning Area



Segment 1



Segment 3

THE PROJECT

Novato Boulevard is the City of Novato's major arterial. It was selected by the Marin Public Works Association (MPWA) and the Technical Advisory Committee (TAC) as the priority project in the Northern Marin Planning Area. The roadway has been divided into three segments to facilitate construction. Segment 1 includes widening the existing two-lane street to four lanes between Diablo and Grant Avenues. Work on this segment also includes possible Right of Way acquisition to enable street widening, signal improvements, the installation of a gutter, concrete curbs and sidewalks, the upgrading of ADA amenities and other access improvements, and continuous class II bike lanes.

Segment 2, between Grant Avenue and Eucalyptus Avenue, has been fully funded. Construction is scheduled for completion in late 2007/early 2008. Segment 3 includes pavement rehabilitation from Eucalyptus Avenue to San Marin Drive.

PROJECT BENEFITS

- Rehabilitated pavement
- Traffic signal improvements
- Pedestrian amenities and safety improvements
- Class II bicycle paths on both sides of the road

RECENT PROGRESS

Measure A will fund the environmental processes for Segments 1 and 3 and preliminary engineering for Segment 3.

Novato Boulevard — Diablo Avenue to Grant Avenue (Segment 1)

Eucalyptus Avenue to San Marin Drive (Segment 3)

ROADWAY REHABILITATION AND SIDEWALK IMPROVEMENTS



COST AND FUNDING

The cost of environmental review is \$125,000 for Segment 1. The estimated total project cost for Segment 1, including construction, is \$6.6 million. The cost of environmental review and preliminary engineering for Segment 3 is \$155,000, with a total project cost of \$815,000.



PROJECT SCHEDULE

- Environmental review for Segment 1 will begin on September 12, 2007 and end on June 30, 2008.
- Environmental review and preliminary engineering for Segment 3 will begin on September 12, 2007 and end on June 30, 2008.

ROADWAY RESTORATION AND TRAFFIC SIGNAL UPGRADES

Strategy 3
Sub-strategy 3.1
Northern Marin
Planning Area



THE PROJECT

Novato Boulevard is the City of Novato's major arterial. It was selected by the Marin Public Works Association (MPWA) and the Technical Advisory Committee (TAC) as the priority project in the **Northern Marin Planning Area**. The roadway has been divided into three segments to facilitate construction.

Segment 2 is between Grant and Eucalyptus Avenues. This segment of Novato Boulevard has not been reconstructed since the late 1980s and the surface is in need of restoration. Work on Segment 2 includes the installation of pedestrian facilities and Class II bike lanes on both sides of the street.

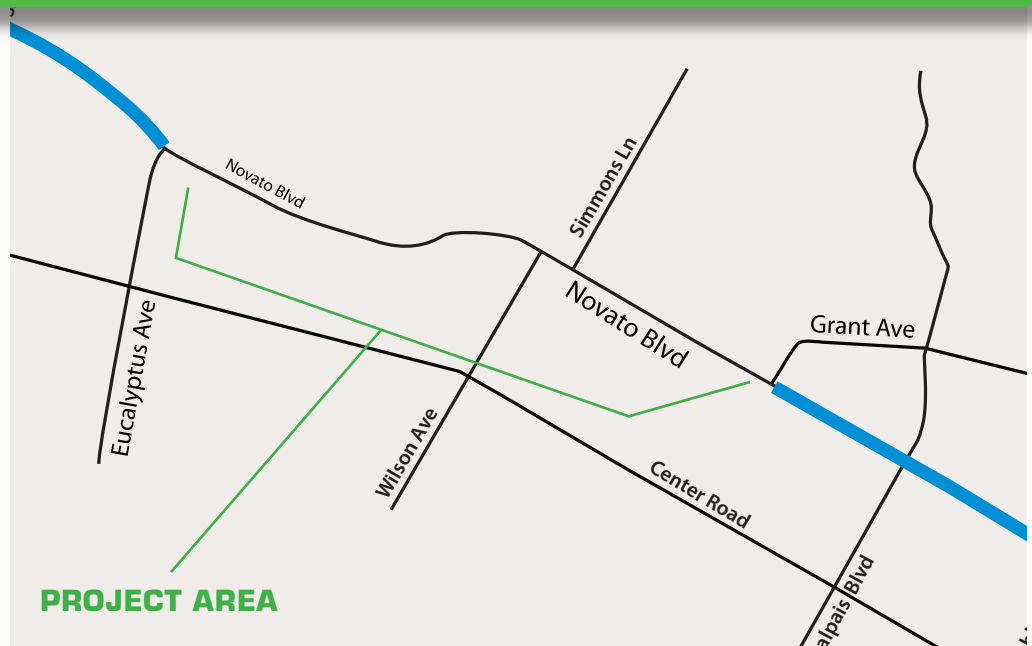
PROJECT BENEFITS

- The project will rehabilitate the pavement for both northbound and southbound lanes of Novato Boulevard between Grant and Eucalyptus and upgrade existing traffic signals
- Existing ADA facilities will be upgraded to current guidelines
- Bicycle detection devices will be added at the two upgraded intersections, which both feature traffic signals

RECENT PROGRESS

Project design has been completed. Construction bid advertisements have been placed.

ROADWAY RESTORATION AND TRAFFIC SIGNAL UPGRADES



COSTS AND FUNDING

The costs of project design and construction are \$72,000 and \$453,000, respectively.



PROJECT SCHEDULE

- Project design started in December 2006 and was completed in July 2007.
- Project construction will begin in October and continue through December 2007.

ENVIRONMENTAL REVIEW

Strategy 3

Sub-strategy 3.1

Northern Marin Planning Area



THE PROJECT

Sir Francis Drake Boulevard from the Shafter Bridge to Platform Bridge Road is a major arterial in West Marin. This area was selected by the Marin Public Works Association (MPWA) and the Technical Advisory Committee (TAC) as the priority project in the **West Marin Planning Area**.

The environmental review process for this project will include the development and evaluation of project alternatives for rehabilitating this five-mile stretch of Sir Francis Drake Boulevard. Alternatives for the construction of bicycle and pedestrian paths along this section of roadway will also be considered as part of the study. Other improvements for possible consideration include striping and signing for bicycle lanes and bikeways, sidewalk improvements, curb ramps, and other accessibility and safety features.

PROJECT BENEFITS

The environmental review will include:

- Rehabilitated pavement
- Lane configuration improvements
- Bridge rehabilitation
- Pedestrian amenities
- Improved bicycle facilities

ENVIRONMENTAL REVIEW

RECENT PROGRESS

The environmental review process will be funded through Measure A.

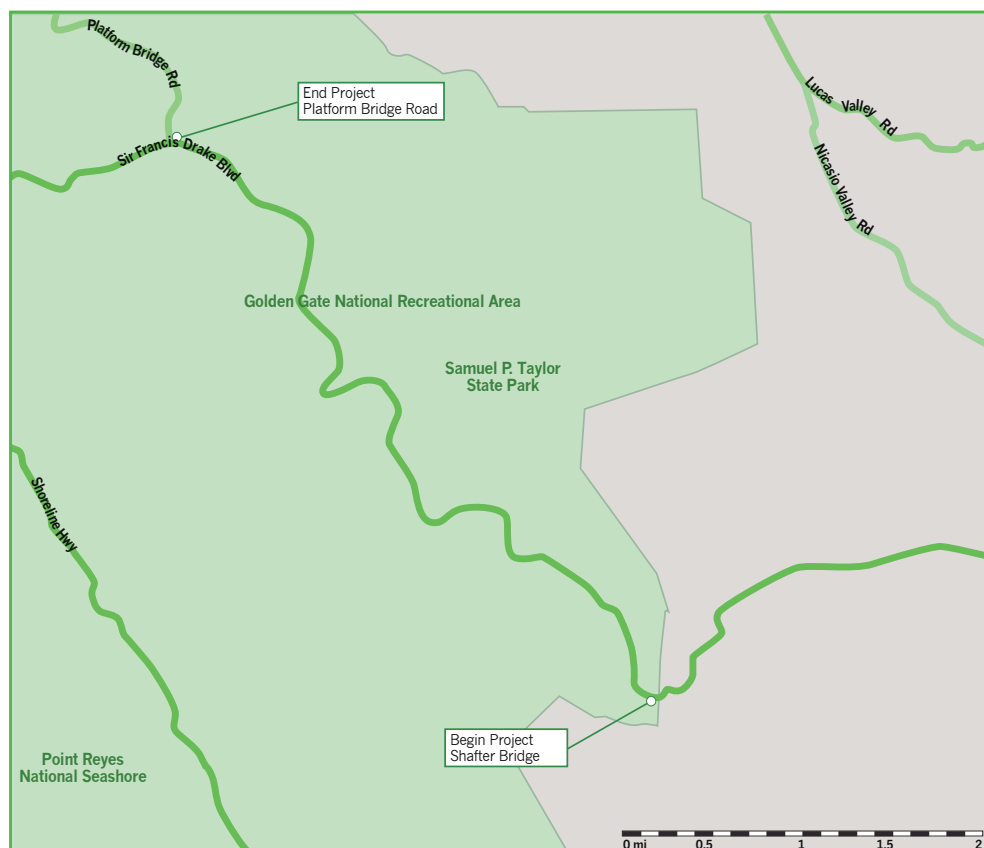
COSTS AND FUNDING

The cost of the environmental review process is \$454,000. The cost of design is estimated at \$500,000. The estimated total project cost, including construction, is \$7 million.

PROJECT SCHEDULE

The full environmental review process, in compliance with the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA), is anticipated for completion in December 2007.

PROJECT AREA



Fourth Street – D Street to Second Street ROADWAY REHABILITATION AND SIDEWALK IMPROVEMENTS

Measure A
Expenditure Plan

Strategy 3.1 –
Major Roads and
Related
Infrastructure

Central Marin
Planning Area



THE PROJECT

The City of San Rafael's Fourth Street/West End Village corridor is an integral part of the retail core of Downtown San Rafael and has major retail pedestrian traffic. This corridor was selected by the Marin Public Works Association (MPWA) and the Technical Advisory Committee (TAC) as the priority project in the Central Marin Planning Area.

San Rafael will be rehabilitating the west end of Fourth Street, between D and Second Streets (Miracle Mile). Fourth Street currently has significant base failure and alligator cracking. Sidewalks, curbs, and gutters are buckling due to shallow tree roots, creating potential tripping hazards on sidewalks and stagnant water in gutters. Many building entrances, sidewalk cross slope, and curb ramps currently do not meet current ADA requirements.

PROJECT BENEFITS

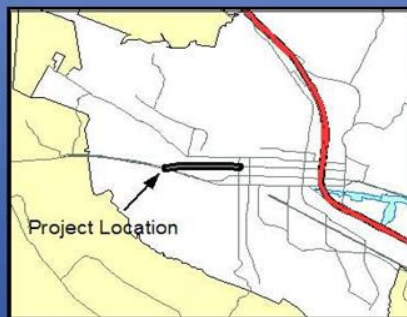
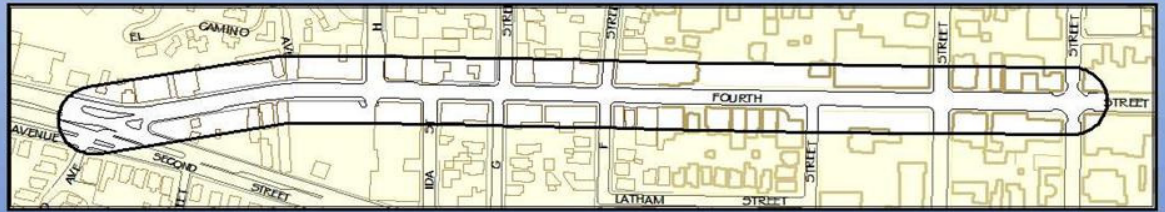
- The rehabilitation project includes pavement rehabilitation, sidewalk, curb and gutter replacement, ADA compliant sidewalk and driveway improvements, storm drain system improvements, and upgrade path of travel to transit facilities.
- After extensive public outreach, the project expanded to a comprehensive corridor improvement effort to include sidewalk amenities, street trees planting, lighting upgrades, bicycle racks, and a Class III bicycle route.



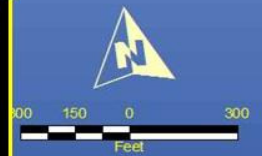
Fourth Street – D Street to Second Street ROADWAY REHABILITATION AND SIDEWALK IMPROVEMENTS

PROJECT AREA

4th St./West End Village Project Limits



Fourth Street – West End
Village
D Street to Miracle Mile



PROJECT PROGRESS

Project design has been completed and request for bids has been advertised, with an anticipated bid opening in February 2008.

COST AND FUNDING

San Rafael has covered the costs for all phases leading to construction, including planning and design. The cost for the construction phase is \$5.5 million, of which \$4.5 million will be funded with Measure A funds from Strategy 3.1. San Rafael will be contributing \$500,000 in gas tax and other local funds and \$500,000 of its local Measure A funds from Strategy 3.2 to make up the shortfall.

PROJECT SCHEDULE

Construction will start in the Spring of 2008 and end in the Spring of 2009.

PLANNING AND ENVIRONMENTAL CLEARANCE

Strategy 3
Sub-strategy 3.1
Southern Marin
Planning Area



THE PROJECT

Miller Avenue, in the City of Mill Valley, was selected by the Marin Public Works Association (MPWA) and the Technical Advisory Committee (TAC) as the priority project in the **Southern Marin Planning Area**.

The project includes three phases. The first phase is completion of the Miller Avenue Precise Plan (MAPP) and environmental clearance for the project. The second is updating the City's Circulation element of the General Plan, and the third is project construction. At this time, construction would include pavement resurfacing, reconstruction of bicycle lanes, modifications to traffic islands and improvements to sidewalk facilities.

PROJECT BENEFITS

- The project will include lowering the crown of the road and rehabilitating the pavement.
- Parking improvements.
- Pedestrian amenities and safety improvements.
- Class II bicycle paths on both sides of the road.

RECENT PROGRESS

The MAPP is currently underway and a draft plan is under review by the Planning Commission. Design, Community, Environment (DCE) was selected by the City to prepare the EIR for the plan.

PLANNING AND ENVIRONMENTAL CLEARANCE



COST AND FUNDING

- Environmental clearance for the project is estimated to be \$375,000 (\$250,000 from TAM and \$125,000 from the City of Mill Valley).
- The project design phase is estimated to be \$1.15 million.
- Total anticipated project cost is \$7.6 million.



PROJECT SCHEDULE

- Project environmental clearance has been initiated with completion estimated for October 2008.
- Project design will begin in July 2008 and continue through June 2009.
- Construction will begin in July 2009 and continue through June 2010.

2008 STRATEGIC PLAN UPDATE

Appendix 6 – Marin County Transportation Sales Tax Expenditure Plan

(Available Separately)

2008 STRATEGIC PLAN UPDATE

Appendix 7 – Marin County Transit Short-Range Transit Plan

(Available Separately)

2008 STRATEGIC PLAN UPDATE

Appendix 8 – Comments and Responses on the 2008 Draft Strategic Plan Update

(No comments were received)